



RWANDA YOUTH EMPLOYMENT ASSESSMENT REPORT

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Rwanda Youth Employment Assessment Report

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AJPRODHO-JIJKIIRWA	Youth Association for Human Rights Promotion and Development
BMZ	German Federal Ministry for Economic Cooperation and Development
BTC-CTB	Belgian Development Cooperation Agency
CAPMER	Centre for Support to Small and Medium-Sized Enterprises in Rwanda
COOJAD	Coopérative de la Jeunesse pour l'auto Emploi et le Développement
DED	Deutscher Entwicklungsdienst - German Development Service
DRSA	Regional Direction for Agricultural Services
DWK	Dritte Welt Kreis (German NGO)
FSP / PSF	Fédération Rwandaise du Secteur Privé / Rwanda Private Sector Federation
GTZ	German Agency for Technical Cooperation
ICRAF	A world class source of information and assistance on agro-forestry, with research links in many African countries.
IRST	Institute National de Recherche Scientifique
ISAR	Institut des Sciences Agronomiques du Rwanda
KIST	Kigali Institute of Science and Technology
MIFOTRA	Rwandan Ministry of Public Service and Labour
MINAGRI	Rwandan Ministry of Agriculture
MINECOFIN	Rwandan Ministry of Finance and Economic Planning
NAR	Never Again Rwanda
NPA	Norwegian People's Aid
NUR / UNR	National University of Rwanda / Université Nationale du Rwanda
PEI	Poverty Environment Initiative (UN)
RBS	Rwanda Bureau of Standards
REMA	Rwanda Environment Management Agency
RIPA	Rwanda Investment Promotion Agency
RISD	Rwanda Initiative for Sustainable Development
RSSP	Rural Sector Support Programme
RWoDA	Rwanda Workforce Development Authority
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
USAID	United States Agency for International Development
VVOB	Flemish Association for Development Co-operation
YEN	Youth Employment Network (International Labour Organization)
YES Rwanda	Youth Employment Summit

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Acronyms

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1.1 Purpose of the Assessment

Responding to the observable need among Rwandan youth for education, healthy and more sufficient livelihoods, employment and job creation, an internal USAID assessment was conducted early in 2008, and a team was engaged to conduct an in-depth, cross-sectoral assessment leading to recommendations and design of a program to be implemented beginning in 2009. The EQUIP3 funding mechanism was identified, and the lead agency of that cooperative agreement, Education Development Center, Inc. (EDC) was engaged in the process. The assessment was conducted by a team of international and Rwandan specialists assembled in Kigali in October and November, 2008.

The charge for the assessment team was to review materials, speak with key informants--adults and youth--to seek advice and information, and to report findings and recommendations. Specifically, the team was asked to do the following:

- Identify the essential characteristics of the Rwanda Youth Project's¹ target group of urban, out-of-school youth ages 15-24;
- Understand Rwanda's labor market and its skill demands and trends;
- Understand the existing policies and institutional capacities of public and private youth-serving organizations in Rwanda;
- Recommend key elements of the design for the contemplated Rwanda Youth Project.

¹ The current name of the Rwanda Youth Project is Akazi Kanoze, Youth Livelihoods Project.

The EDC team, consisting of four international experts -- people with deep backgrounds in youth development, education, youth employment, and enterprise development -- along with two Rwandan team members and two part-time youth researchers, carried out an intensive and rigorous four-week process from October 12 to November 7 to produce a set of findings and recommendations for a project to be undertaken by EDC in partnership with the Mission beginning early in 2009. This intensive period of field assessment involved some 70 interviews with more than 100 different individuals designed to inform the assessment's four objectives. Drawing on multiple interviews with youth (both group and individual) and careful reviewing documents made available by the Mission, the government and the international donor community, and information gleaned from topical Web searches, the team developed a series of findings and recommendations to guide final design and implementation of the project.

1.2 Key Findings from the Assessment

- There is significant and measurable need in key urban regions of Rwanda. The team confirmed that targeted youth are heavily represented in Kigali and Butare/Huye; experience high rates of unemployment; and have limited formal education, few marketable skills suitable for Rwanda's growing formal business and industry sectors, and few opportunities for developing new skills. The rural to urban migration is significant and real, and appears unlikely to be reversed. However, youth --long-

time urban residents and new arrivals alike -- have strengths and assets and are eager for opportunities to learn.

- **Education matters.** Low levels of literacy and educational attainment are defining needs among youth. Targeted youth fall into three broad categories of educational levels--those with no education, those with some primary education, and those with some secondary or vocational training. As education is a key factor for employment--according to youth and employers alike--education must be a central component of any program with ambitions to support livelihood and youth development.
- **Actual work matters.** There persists in Rwanda a significant informal market supporting subsistence livelihoods, but little is available in the urban areas to which more and more rural youth have migrated. Both lack of opportunity for formal employment, and official policy forbidding many forms of informal commerce combine to challenge livelihood in the urban areas. Much more work to create new opportunities, even new enterprises, will be required. Some of these matters will challenge current practices and policies.
- **Gender concerns matter.** Although young women are making limited progress in some types of jobs, generally, they remain out of sight in the urban environment and face specific

challenges of both discrimination and exploitation.

- **Poverty continues to be a driving concern,** and specific measures will be required for any program response. The largest proportion of targeted youth is very poor. Most need to spend part of each day earning money to live and cannot afford to participate in a youth development project without assistance.



Never Again Rwanda focus group.
Photo courtesy of EDC's Candace Nelson.

- **Health challenges complicate life ambitions** for many youth. Lack of primary health care, poor health education and limited access compound the high incidence of HIV/AIDS and will require understanding and response by any youth initiative in Rwanda.

1.3 Recommendations

Based on consultations with a wide range of stakeholders, the findings of the assessment team support the development of a capacity-building and employment program for urban youth. The assessment confirmed that there is a large urban youth population ages 15-24 with significant education and employment needs; strong governmental policies and action plans for addressing these needs; and a dearth of comprehensive youth livelihood and development programming. Nevertheless, there already exists a rich array of activities in the youth, livelihood and economic development arenas, spanning a range of sectors, actors (government, nongovernment organization (NGO) and private), and target groups. This activity is largely uncoordinated, and uneven in terms of depth, quality, and capacity, but it is rich with potential.

The assessment team recommends the following general principles:

- Target youth ages 15-24 from a range of educational backgrounds;
- Be urban-based (assessment team recommends Kigali and Butare/Huye as program sites, beginning with Kigali);
- Offer an instructional package that addresses the educational, life skills and work readiness needs of targeted youth;
- Involve youth themselves directly in design and implementation of services, and provide for leadership development opportunities for program participants;
- Connect youth with relevant and viable (for Rwanda's changing economy) livelihood generation opportunities in the information and communication technology (ICT), construction, service and hospitality or agro-processing sectors;
- Involve partners from the government, private and NGO sectors, and build on what these have to offer;
- Permit some degree of youth and partner level outcome measurement;
- Build toward sustainability of outcomes and/or program elements.

The team's detailed findings and recommendations are categorized into four objectives and presented in greater detail in Section 3 of this report.

In considering how to implement these principles programmatically, the assessment team proposes a networked system of service delivery approach for the Rwanda Youth Project.

In this approach, the program will use a combination of sub-grants, educational resources and technical assistance to strengthen existing governmental, non-governmental and private sector partners to deliver holistic livelihood services to youth. The Rwanda Youth Project will deliver services through this network of partners (i.e., their youth programs replace direct service delivery by The Rwanda Youth Project) and will track their youth clients as its participants. The Rwanda Youth Project will become the center for research, curriculum development, capacity building, communication and monitoring. Each partner will contract with The Rwanda Youth Project to implement a program that combines its existing services (e.g., job placement, training) with enhancements provided by the Rwanda Youth Project. Although the approach to addressing youth livelihood needs will vary with each partner, the Rwanda Youth Project can influence both the youth population and the type of services it receives by establishing participant criteria and common service packages (e.g., curriculum) that all partners incorporate into their program.

It is anticipated that this program will begin delivery of services to Rwanda youth in 2009.

The purpose of the assessment was to establish the basis for an action project by addressing four basic objectives:

- To identify the essential characteristics of the Rwanda Youth Project's target group of urban, out-of-school youth ages 15-24;
- To understand the status and operation of Rwanda's labor market and its skill demands and trends;
- To understand the existing policies and institutional capacities of public and private youth-serving organizations in Rwanda;
- To recommend key elements of the design for the contemplated Rwanda Youth Project.

The breadth of the assessment was guided in the first instance by a scope of work posing questions about viable economic sectors, employer demand, worker needs, policy issues, existing programs, and institutional capacities and needs. These questions, together with the daily guidance of USAID staff and the EDC design team, have helped shape the direction taken by the assessment team.²



Depicting youth vendor outside Kilgali. *Courtesy istockphoto.com*

² The assessment team included international members Erik Payne Butler (team leader), Brenda Bell, Margie Brand, Candace Nelson, and Rwandan members André Ndejuru and Willy Kamanzi.

This section is organized by the four primary objectives and associated questions that guided the work of the assessment mission. The discussion of each of Objectives 1-3 begins with a list of the relevant questions and a summary of the team findings; supporting details follow. The key observations and recommendations of the assessment team are presented at the end of each of these objectives.

3.1 Objective 1: Characteristics of Rwandan Urban, Out-of-School Youth, ages 15-24

Overview and Summary

Urban Rwandan youth are described in this section under the following five sub sections: Demographics, Education and Employment; Targeted Sub-Group: Youth Ages 15-24 in Kigali and Butare/Huye; Livelihood Skills; Youth Voices; and Recruitment. The first sub-section provides basic demographic information on educational attainment and employment. The second focuses on the two urban areas selected for project implementation. The third sub-section reviews what the team learned about young people's basic literacy and job-related skills, as well as the opportunities they have to develop them. The fourth summarizes our qualitative research and provides a profile of youth in Kigali that includes their sources of income, survival strategies, work-related attitudes, and family responsibilities. Finally, a possible recruitment strategy for the program based on three distinct groups of youth is proposed.

Objective 1: Guiding Questions

- What are the essential characteristics of Rwanda Youth Project's primary target group?
- What is targeted youths' existing level of basic education?
- What is targeted youths' existing level of literacy and numeracy in French and English?
- What sorts of vocational, business and/or entrepreneurial skills do targeted youth currently possess?
- What do youth need to know (both in their own view and in a broader view) to be fully engaged members of Rwanda's society and economy?
- What are the key challenges that Rwandan youth face in transitioning to healthy adulthood and gainful employment, including their human capital development needs? What are existing youth assets or capacities?
- What should be the targeted geographical locations for the project both in terms of which cities and specific areas within those cities?

In summary, 67% of the total population of Rwanda is under 25 years old. An estimated 15% of the inhabitants of Kigali are 15 – 24 years old, and this same age group comprises 26% of the population of Butare/Huye. In Kigali, over 65% of youth have a primary school diploma but only 24% have a secondary school diploma. In Butare/Huye, more young people possess a primary school diploma (over 75%) but fewer (14.5%) have completed secondary school. While school enrolment rates are increasing, drop-out rates remain high and overall education quality is low. The number of youth migrating to Kigali in search of employment and self-employment in off-farm occupations has been growing, though this widely-recognized trend is not documented with hard data.

In Kigali, the youth who were interviewed by the assessment team report several challenges, foremost among which is poverty, followed by social instability and lack of connections or participation in networks and associations. Youth are focused on trying to earn enough money to support themselves and help other family members or friends. New arrivals to Kigali do not live in stable living conditions and move frequently, and the most marginalized youth (those with the least education and least stable sources of income) reported that they do not belong to or participate in youth associations, clubs, or other activities (with one exception for the many young men who play and/or watch soccer).

Youth who do not have a secondary school education have limited skills. Even those with a primary school education do not have strong reading, writing and math skills, nor do they have the types of interpersonal communication, problem-solving, and teamwork skills that employers are often looking for. However, they are resilient, persistent, enterprising and often successful in generating income, however small, to support themselves. Their skills include housekeeping, simple mechanics and repair, hair-care, cooking, and the strength associated with manual labor. They are eager to learn new skills, yet many are doubtful that their lives will ever be much different than they are now. Graduates of secondary school or technical school are often just as likely to be unemployed as those with fewer years of schooling. There is a mismatch between the skills that young people leave school with and those that employers are seeking.

The preliminary decision to focus on urban youth-- both long-term residents and new arrivals from rural Rwanda -- and in turn, on sub-population of youth ages 15-25 (officially, Rwanda defines youth as up to age 35), is supported by the findings of the assessment team. Because of the large numbers of youth in the targeted age group in the two largest urban areas of the country, the assessment team recommends not expanding the age group in either direction, older than 25 or younger than 15.

The details to support this summary of Objective 1 are presented below.

Youth Demographics, Education, and Employment

As with many other developing nations, current statistics are hard to come by, comprehensive analyses even harder. However, the 2002 Census³, a World Bank-conducted household survey,⁴ and several sources derived from those documents provide more informal approaches to analysis, and combine to give a picture of young people that confirm the feasibility of developing a targeted program initiative.

As of 2005, two thirds of the population was younger than 25. In 2007, 40% of the population was between the ages of 16 and 35. In the Economic Development and Poverty Reduction Strategy (EDPRS), "youth" is defined as anyone between the ages of 15 and 35, and "youth employment" refers to those between 16 and 35. Between 2007 and 2012, an estimated 500,000 additional youth will be seeking jobs.⁵

It is difficult to obtain reliable figures about the education levels of Rwandan youth, ages 15-24. Although Rwanda is making progress in primary school enrolment (in 2006, net enrolment in primary school reached 94% with gender parity) it has been less successful in improving primary school completion rates. The rate of school drop-outs is stunning: In primary school, each class loses 20% of its students, resulting in a rate of primary school completion of 35%⁶ Less than half of primary school graduates continue to secondary school. Primary school drop outs are due primarily to costs associated with attending school (uniforms and materials) as well as failure on exams. However, between 1999 and 2004, the number of students transitioning from primary into lower secondary school doubled to 200,000. Still, the 2006 statistics available from the Ministry of Education show that only slightly more than 10% of the total population of secondary school age children (ages 13-18), were enrolled in school.

Level of Education for Youth Ages 15-34

Gender	No Formal Education	Primary	Secondary	Higher than Secondary
Female	17.1%	72.3%	9.9%	0.7%
Male	13.9%	72.4%	12.3%	2.4%

³ Rwanda National Census, 2002

⁴ Household Living Condition Survey, Rwanda National Institute of Statistics, 2005

⁵ EDPRS Strategy, Ministry of Finance and Economic Planning, September 2007, p. 53

⁶ Assessment interview with Peter Nkurunziza, CARE

The relatively low participation rates, especially at the secondary level, show signs of improving, as young people move from employment to school. Between 2001 and 2006, youth employment has decreased while the rate of school attendance has increased. Among those under 21, approximately 200,000 fewer were working in 2006 than was the case in 2001, and school participation was much higher; during the period, the number of children under 15 enrolled in school increased by 330,000. From 2001 to 2006, the number of children ages 11-14 years remaining in school increased by 13%; the increase was even higher (16%) among 15-20 year-olds. The shift of young people from work to full-time participation in school or training constitutes a major change in economic activity patterns. It is a trend that continues to increase as the government of Rwanda focuses on schooling and vocational training.

Yet, overall educational attainment in the general population remains low. Studies show that in 2000, the labor force had only an average of 5.7 years of education, 3.5 in the informal sector. The low average education level of the total labor force (not just youth) is a predictor for employment. Among Rwandans who have only primary education, unemployment is 61%, while for graduates of secondary and higher education, it is 24 and 6 percent, respectively.⁷

Employment Status among Youth 15-34 (Nationwide)⁸

Gender	Currently Employed	Currently Unemployed	Unemployed in Last 12 Months
Female	62.1%	8.75%	29.5%
Male	50.5%	5.7%	43.4%

Although women are the majority of the workforce in Rwanda, the national labor market survey reveals that the pattern of employment for younger workers differs by gender. Women are more likely to be unemployed in younger adulthood, providing evidence for a need to focus on gender as one of the targeting criteria for the Rwanda Youth Project. Three quarters of young women go to work on the family farm, as compared to half of young men. Another quarter of young men take waged work, half in farming and half in other industries. The remainder, smaller proportions, find work in other components of the economy. Interestingly, in Kigali City between 2001 and 2006, female job growth outstripped that of males (according to the national labor market survey of 2006).

In employment, Rwandan youth follow the same trends as the general workforce, with the majority employed in agriculture, the lowest paid work in the country. According to the national labor market

⁷ Republic of Rwanda. Assessment of the Government's Education Strategy and Financial Framework, 2006-2015, for the Fast Track Initiative.)

⁸ *Rwanda Demographic and Health Survey*, National Institute of Statistics, Ministry of Finance and Economic Planning, July 2006 (dates for data collection unknown.)

survey in 2006, the waged farm worker is the poorest worker, with over 25% of the population in this situation. Unpaid work on farms is largely undertaken by women.

Educational attainment has a large impact on a worker's ability to move out of agriculture; participation in secondary school or vocational training is a watershed in making the shift. In 2006, 90% of those who had never been to school worked in agriculture as did over three quarters of those who completed primary grade 6 or 7. For those with post-primary education, that percentage fell to 50% and continued to fall as the level of education rose.

Type of Employment by Gender						
Female						
Level of Education	Professional/ Technical/ Managerial	Clerical	Sales and Services	Skilled Manual	Unskilled Manual	Agricultural
Total percentage of young women	2.9%	0.7%	5.5%	1.2%	5.7%	83.2%
No formal education	0.5%	0.0%	2.4%	0.5%	2.7%	93.7%
Primary	0.7%	0.1%	4.8%	1.0%	5.0%	87.8%
Secondary or higher	27.7%	8.0%	13.1%	4%	5.5%	39.1%

Male						
Level of Education	Professional/ Technical/ Managerial	Clerical	Sales and Services	Skilled Manual	Unskilled Manual	Agricultural
Total percentage of young men	5.7%	0.6%	6.8%	10.1%	18.2%	57.2%
No formal education	0.3%	0.0%	2.1%	5.3%	13.7%	78.2%
Primary	1.5%	0.2%	6.4%	11.3%	15.6%	64.2%
Secondary or higher	37.2%	5.3%	7.6%	18.4%	6.6%	22.4%

The Targeted Sub-Group: Youth Ages 15-24 in Kigali and Butare/Huye

No official Institute of Statistics reports show data for the targeted group of 15-24 year olds. Moreover, there are no hard data on urbanization among this group, although literally all interviewed had a story, some estimates, and an opinion on the extent to which the volume of young people encountered in the streets of Kigali (and, indeed, the urban centers of every region in the country) had come there from the rural areas --and the opinion was always, "most." Consensus among key informants was to add at least one other city in addition to Kigali, with the recommendation being Butare/Huye.

In order to identify information about targeted youth in these two locations, the 2002 census was examined and numbers of 15-24 year olds were extrapolated, by sector, education levels, and gender. In an effort to update these data, the assessment team also looked at a breakdown of youth by sectors provided by the Ministry of Youth as part of its 2008 youth center survey, and estimated the population of 15-24 year olds based on proportions of youth as a share of total population, applying this formula to the two cities. These figures, presented below, are likely conservative, reflecting a modest updating of 2002 Census numbers; take into consideration that they are probably larger in total population.

Kigali Population 15-24

Number of 15-24 Year-Olds in Kigali			Share of Total Kigali Population		
Total	Female	Male	Total	Female	Male
183,162	85,756	97,406	15.2%	7.1%	8.1%

Educational Attainment in Kigali (By Level Completed)

Primary			Secondary			University/Technical		
Total	Male	Female	Total	Male	Female	Total	Male	Female
66.8%	66.1%	67.7%	24.1%	23.6%	24.7%	5.1%	6.3%	3.4%

Butare/Huye Population 15-24

Number of 15-24 Year-Olds in Butare/Huye			Share of Total Butare/Huye Population		
Total	Male	Female	Total	Male	Female
18,391	9,133	9,258	24%	11%	13%

Educational Attainment in Butare (Huye)

Primary						University/Technical		
Total	Male	Female	Total	Male	Female	Total	Male	Female
76.3%	75.0%	77.7%	14.5%	13.8%	15.3%	4.3%	6.3%	2.0%

We conclude from this analysis that there is a more-than-sufficient need for the services of the proposed program in these two cities, and probably significantly greater than these data document. Preliminary recommendations, developed with the guidance of the planning division and vice mayor of the Kigali City, are to locate the program initially in the sectors of Nyarugenge and Nyamirambo, though youth may be recruited from other sectors of the city. Butare/Huye is small enough to have a centrally located program.

Livelihood Skills: Language, Literacy and Vocational Training

Rwanda youth grapple with low-quality education and limited pathways for skill development. Without advanced levels of literacy, at least a secondary education, and demonstrated vocational skills, the young people the assessment team met are largely unready for the formal labor market. However, there is an enterprising spirit evident in the young men at the marketplace eager to run errands, sell cell phone cards, magazines, and maps. Similarly, when they can find the work, young women serve in shops and restaurants, and work as household help. Skill and education levels are low, to be sure, but motivation is high.

Primary school leavers are marginally literate. They report few skills beyond housekeeping, traditional dancing (some report earning occasional income when their dancing group is contracted to perform at public functions or weddings), cooking, gardening, animal husbandry, and farming; a few know how to drive. The team found the occasional exception, someone with an unusual story, like Gasana (see box). However, few report learning skills from elders, and not many use a special skill to earn money as Gasana does.

With respect to computer skills, the dividing line seems to be high school. Those who dropped out after primary school typically do not know how to use a computer. Those who have been to high school are more likely to have used one, to access the Internet and when visiting Internet cafes.

Gasana, Shoe Repair

One young man with a shoe repair stand (one of the few informal businesses visible on the street), learned how to repair shoes by watching an old man in his village. When he came to Kigali he tried to work in restaurants, but when that did not work out, he acquired the most rudimentary tools and set up on the corner. Now the neighborhood knows him and a pile of shoes awaits his attention. On a good day, he can make 5,000 francs.

To achieve its Vision 2020 goals to become a middle-income country and the technology and innovation leader for East Africa, the government emphasizes English, math, and science. In fact, the

government announced in October 2008 that English will be the primary language of instruction for the education system, as well as the language of government. Currently, the first three years of primary school are taught in Kinyarwanda, after which pupils historically would start learning French. Thus, those who have had some elementary education typically speak a few words of French. Now, however, French is to be dropped from the curriculum, though there is no official timetable for doing so. Instruction at KIST is already in English and it is increasingly the language of instruction at the National University of Rwanda. Still, it is estimated that less than 5% of the population speak English.

English language literacy is increasingly a key skill for youth employment. For example, entry-level service positions at the Serena Hotel in Kigali, a top-of-the-line hotel that sets the standard for the tourism and hospitality industry in Rwanda, require a secondary school diploma with proficiency in an "international language."

Focusing on the other key components of the government plans to upgrade education and skills training, the second EDPRS (2008-2012) outlines plans for improving quality and coverage of primary education, access to secondary education, updated policies and programs in science and technology, and a reformed technical and vocational education system. These initiatives target youth; their implication is that the level of skills needed for employment in the private sector (primarily in urban areas) will be raised, and that as the EDPRS flagship programs--(1) sustainable growth for jobs and exports; (2) umurenge, the integrated rural development program to release the productive capacities of the poor; and (3) good governance--are implemented, the type and level of skills needed by workers in all sectors (including agriculture) will also increase.

The Technical and Vocational Education and Training (TVET) system incorporates a national network of *Centres de Formation des Jeunes* that train primary school graduates in a traditional set of vocational skills (carpentry, sewing, masonry, welding, furniture making) and nine *Écoles Techniques Officielles* (ETOs) that are more advanced and require completion of ninth grade.⁹ Although some graduates of these schools find employment, the schools are still facing the following challenges: (1) lack of funding, (2) lack of qualified or certified instructors, (3) too much focus on theoretical classes and not enough focus on technical skills and classes, which are more expensive to maintain, (4) in rural areas, a geographic separation from the industries that seek to employ technical school graduates, (5) outdated curriculum, instructor training, and technology, and (6) mismatch between the curriculum and the needs of business and labor markets, resulting in high rates of unemployment after graduation.

⁹ The director of a *Centre de Formation des Jeunes* in Butare confirmed that even though students who enter his program are required to have a primary school certificate, most are not able to read, write, and calculate at a grade 6 level, in Kinyarwanda or French. "Education quality is low, at all levels."

As a result of the above challenges, the labor supply does not meet the current demands of the labor market. Many technical school graduates remain unemployed and many companies cannot find enough qualified labor.¹⁰ (See Section 3.2.4 for further discussion from the employers' perspective.)

TVET is currently under review and revision by the Rwandan Workforce Development Authority (WDA). Recently moved from the Ministry of Labor to the Ministry of Education, the WDA is charged with upgrading and modernizing vocational and technical schools; ensuring the quality of instruction; and aligning curricula with the needs and directions of business and industry. The Director General of the WDA told us that its top priority is ensuring quality at all levels, by working in close partnership with the private sector to strengthen the skills of TVET graduates and to provide more opportunities for apprenticeships and internships (or "attachments").

Finally, business and entrepreneurial skills training courses are offered by quasi-governmental organizations, such as the PSF, and by governmental initiatives such as the *Projet pour la Promotion des Petites et Micro-Entreprises Rurale* (PPPMER). Participants in PPPMER programs are exposed to financial literacy, business and credit management, and opportunities to apprentice to a skilled artisan.

Youth Voices

To understand better how youth view training, employment and their own personal development, the team spoke with over 100 young people in Kigali. Our approach to this qualitative inquiry is described below.

Methodology

The team held 11 focus group discussions with a total of 95 youth participants and conducted 15 individual interviews with seven young women and eight young men. Focus group discussions were held with youth in church-sponsored training and NGO programs, a students' association, youth heads of household, house girls, and members of a cooperative for construction workers. For individual interviews, the team selected youth "from the street"--those hanging around near the market looking for work, a few engaged in street vending and several from the Nyamirambo neighborhood of one of our team assistants.

Focus group discussions followed common protocols and were guided by one of three discussion tools, depending on the nature of the group. The team used modified Participatory Learning Appraisal

¹⁰ Report on the "Ensuring Technical Schools Deliver Employable Young People" Conference. Ministry of Education, Republic of Rwanda. September 2007.

tools that engaged participants in drawing, talking, and ranking their responses in order to come to consensus about where and how they spend their time; sources of income and expenses; and work skills and behaviors. Each discussion began with participant introductions and a brief overview of the purpose of the discussion, followed by small-group formation of no more than 10 participants each. Each small group was facilitated by two members of the assessment team, one Rwandan and one American. All discussions were conducted in Kinyarwanda, and notes were taken in both Kinyarwanda and English. Discussions lasted 1.5–2 hours and were held in the offices of the association or NGO that convened the group. The focus group protocols are found in Annex F.

Facilitators asked each group to draw a person—a young person who lives in their neighborhood and represents a typical youth—who became the initial focus of the discussion, rather than the participants themselves. A series of questions that varied by tool were posed about this young person: Where does she spend her time? What is she doing there? Which place/activity provides the most benefit? Or: How does this young person get money? Which is the most important source of income? How does he spend money? Which is the most important expenditure? Or: What does this young person know how to do? Where did she learn these skills? Which skills generate money? Young people were encouraged to talk among themselves as they considered the questions, and the facilitators recorded both their discussions with one another and their group answers. The table below summarizes information about these focus group participants and the organizations that helped to identify them.

Individual interviews were conducted in Kinyarwanda or in English with translation, following the set of questions found in Annex F where a summary of interview responses can also be found. Interviews, lasting approximately 90 minutes, took place in restaurants or other public gathering places.

Organization	Organization Purpose	Focus Group #1	Focus Group #2	Average Age	Avg. Years in School
AJPRODHO	Human rights; dialogue	7 men	6 men; 2 women	21	5.4
Never Again Rwanda	Peace and reconciliation, democracy; youth clubs	4 women 8 men	3 women 8 men	18	6.4
ATRADORWA Association of Domestic, Hotel and Restaurant Workers	Most of its 500 members are girls working as house girls or looking for these positions	6 women (average age = 19)	7 men	20	6.2
COATB Association of workers in the building trades	Older group, most employed at least part-time	7 women	8 men	28	8.6
Umudugudu Kinyinya	Community of orphaned genocide survivors; All had tuition paid by FARG	3 women 3 men		23	12.5
ADEPR Pentecostal Church Voc. Training	Tailoring class w/ all young women	11 women		19	4.5
ADEPR	2nd church compound with classes in tailoring, 'hotelierie', and literacy	6 men		NA	NA

A closer look at the educational attainment of these youth (for whom data are available) shows the following distribution: no school: 2; some primary education: 19; completed primary school: 16; some secondary education, 24; completed secondary school: 9; some university education: 2.

Key Challenges

The challenges facing the youth -- survival, lack of skills, minimal education, isolation -- are inter-related and constitute a dire situation. As to be expected, the challenges differ by educational attainment and gender. The following discussion attempts to tease these apart to provide as clear a picture as the conversations with youth allowed.

Poverty

The primary focus for out-of-school youth is earning money. They spend much of their time searching for work, looking for whatever activity they can do to earn a few francs. Those who live alone, with

friends or as heads of household responsible for younger siblings, are struggling to survive. Although jobs are scarce for everyone, those with only primary education face the greatest challenge vis-à-vis employment. Given the official discouragement of the disorganized informal sector, youth are not hawking wares on the street or from kiosks as is typical in urban areas elsewhere in Africa; rather -- except for certain authorized products like magazines, maps, and cell phone cards -- they have been relocated to certain central market districts. The young men survive largely on day labor. They work as porters (hauling heavy sacks of foodstuff from delivery trucks to market stalls), errand boys, and construction site helpers. They work intermittently, generally two or three days a week, with earnings ranging from 1,000 to 3,000 RWF per day (\$1.82 - \$5.45).

Nevertheless, the search for work occupies much of their time. The young men we interviewed hit the streets every day. Many go to a specific corner where employers pass to find day laborers, arriving at 6 or 7 a.m. and staying until 3 p.m. Those engaged in some kind of school or training during the morning spend their afternoon and weekend hours trying to earn a bit of money; they hang out at the local barber shop where they can earn just a few francs and learn something about cutting hair; they operate bicycle taxis (on the outskirts of Kigali, not in the city).

It should be noted that young men are visible in significant numbers in two other jobs – motorcycle taxi drivers and hawkers of air time cards for cell phones (by MTN, the dominant cell phone company in Rwanda). The moto-taxi drivers rent their motorcycles from their owners on a daily basis (7,000 RWF/day) and are strictly regulated (licenses, uniforms, helmets for both driver and passenger, visible telephone numbers).

Young girls with only primary schooling have even more limited work opportunities. Employment as a “house girl” is the most common option for them. Girls go to Kigali from rural Rwanda to find such a placement where they live, eat, and work. Most work seven days a week with very limited time off. Salaries range from 3,000 RWF to 20,000 RWF a month (\$5.45–\$36.36). These positions can vary widely from families who foster a girl’s development to those who keep girls almost like slaves. The girls we spoke with report very limited time off, for example. One says that her only free time comes when she takes a bath before going to bed at night. Some are free only to attend church on Sunday mornings.

Girls do not tend to keep these jobs for very long. According to the president of the Association for Domestic, Hotel and Restaurant Workers, their average tenure is less than one year. Pregnancy provokes immediate termination, and since these girls cannot bring a baby home to their village, they too end up working the streets.

However, change is coming to the gender-based division of labor. The *Collectif des Associations des Travailleurs du Batiment* (COATB) is a cooperative that, among other services, links its 12,000 members in Kigali to construction jobs. It reports that 40% of its membership is women. Most find work as “aide-masons” and painters. In the focus group of seven female construction workers, most had learned their trade either on the job, or by hanging around construction sites and watching. Before the war and genocide, it was not acceptable for women to do this work, but now, as one construction worker explained, because many are “widows or heads of household, we are allowed to do this work to help our families. I learned by watching and now can do the work by myself.”

Youth with secondary school do have more options because they are more likely to have the English and/or French language skills that many employers require. Yet, many told us that unemployed high school graduates are a growing problem in Rwanda and deserve attention despite the privileged position that their educational attainment might suggest.

Instability

About half of the young people we met had moved to Kigali from rural areas. They live wherever they can find the cheapest rent (ranging from 10,000 – 25,000 RWF/month); and sometimes they share a house with friends; sometimes they live alone, but the latter inevitably end up hosting other young relatives who arrive from their home communities. They have to move frequently due to evictions or the need to economize. Orphaned siblings are separated and allocated to different relatives.

Most cannot plan ahead. They say that they cannot think about the future when they have no money and spend all their energy on day-to-day survival. Yet, migrants to Kigali report no intention of returning to live in their home community. House girls are the exception; several are exhausted by the limits and demands of this job and say they will go back if they cannot find an opportunity to train for another type of work.

Connections, Networks, Associations (or Lack Thereof)

Although being in transition makes young people less stable, it is clear that they value the connections they do have. Those who grew up in Nyamirambo (where most of the focus groups were held) do not plan to leave the place where they have spent their life. More recent arrivals like this community because they have friends there and rent is cheap. Most look for work there and find it because, as many explained, “People know me.” One’s connections and network are valuable assets and the young people know it. The porters outside the market describe their informal association born of growing up together, hustling at the market for jobs since they were young boys. Now, some 40 strong, these boys contribute when one of them is sick and lend when someone is in trouble.

Yet, despite the apparent plethora of youth associations, groups, and clubs in Kigali, these same young men and women, for the most part, do not belong to any of them. Only two of our respondents reported participation in the local version of a Rotating Savings and Loan Association, the local name of which is “Ibimina.” The reasons offered illustrate a desolate picture: “no money for that,” “too busy searching for money,” “don’t know about any groups to join,” “I have nothing to contribute.”

The youth who did report belonging to an association, anticipating joining one, or valuing such membership are already “connected” (either as part of a faith-based program or NGO-sponsored training, or as residents of special “umudugudus”) and for the most part, educated beyond primary school. These youth spoke of opportunities to get government aid to rent land and plant; to raise animals together, or engage in other production to earn money.

The issue of collective action via associations or cooperatives presents both an opportunity and a challenge to youth. Associations of all types are common, but governmental policy now favors their transition to formal cooperatives, especially for any group that engages in income generation. A cooperative can offer advantages to its members, such as access to help and resources that would not be available to an individual, access to employment opportunities and shared profits. At the same time, cooperative requirements can deter youth from joining. For one thing, they need to learn about cooperative organization and management, but more importantly, they have to contribute a portion of meager earnings to the cooperative account.

A common theme that unites young men across educational and socio-economic status is soccer. Almost everyone watches it and most of the young men play it. Soccer brings youth together, counteracting what appears to be a high level of marginalization. Those lucky enough to play on an organized team report the value of traveling to play against other teams and the exposure to new places that this provides.

Obligations

While struggling to survive on the streets of Kigali, many youth also have family obligations they need and want to meet.¹¹ When asked how they spend money, “helping family and friends” consistently surfaced as a major expense. This is especially true for house girls, some of whom send most of their

¹¹ This is confirmed by formal research. According to the National Labor Market Studies, although a low proportion of children are economically active, children contribute significant amounts of domestic labor to the household. In 2005–2006 children in the 11 to 15 year-old age group worked an average of 14 hours a week on domestic chores, with girls spending 5 or 6 more hours on their tasks than boys. Women and girls spent 15 hours a week on cooking and childcare tasks alone, with cleaning and childcare taking the most time in terms of domestic activities in urban areas. This trend for females to do more domestic work than males accelerates over the older adult groups, with women over 21 years old devoting around five times the amount of time to domestic duties compared with men. The pattern does not vary greatly between members of poor and non-poor households. Women carry out on average 20 additional hours of work in running their homes and families.

salary to their family. Other girls report that they cannot go home to visit empty-handed, so they have to save, not only to pay for the trip home, but also to have money to give to their family. Other youth may not be quite as tied by their family obligations, but nevertheless, they help family and friends. They buy clothes for their younger siblings or help them with school expenses. They help their friends in need. In fact, for many, reciprocal exchange between peers seems to be a factor in their survival.

“I have to give money to a friend if I have it and he doesn’t.”

“My friends help me a lot! I can’t vote enough for that!”

Only two respondents reported not helping family and friends financially; both were young women still living at home. One, a 22 year old who had just finished high school, was not working. But, she reported, since her mother is at home, she does not have to help with her siblings. And her boyfriend pays for her phone cards.

The financial obligations that poor youth carry influence their attitude towards work, adding pressure to their daily struggle. Their need to find money is part of what keeps them isolated, divorced from the groups and associations that might expand their ever-important networks. That they are always on the hustle is likely to influence their ability to commit to an education/employment program that doesn’t include an income component.

A discussion of obligations would not be complete without a word about relationships between young men and women. Exchange-based relationships are common among the youth; girls expect money from their "boyfriends" who give it in exchange for being in the relationship. Often the team heard comments such as:

“You have to give something to your girlfriend before you can save.”

“My parents won’t pay for my air time. That is what my boyfriend is for.”

Aspirations

Rwandan youth value education. Unavailable to so many, school is their holy grail. The country’s tragic history has left so many orphans, so many children sidelined from school for so many years, that it is not uncommon to find teenagers trying to finish primary school and twenty-something’s struggling to finish high school. Without exceptions, the youth we interviewed who dropped out of school during or just after primary school report that their families did not have the money to pay high school tuition.

Yet, when asked what training opportunities they would like to pursue, the most common answer is “go back to school,” “finish their education,” “get a high school diploma.” Young people see themselves as having few skills; they articulate that the biggest barrier to their employment is their lack of education. As a result, they perceive that education is the best path to a better job and a better life. Given their overwhelming drive to get a better job, it is hard to know if they would choose going to school over vocational training, but they are very aware of the barriers that their lack of education presents.

Not surprisingly, youth aspirations are largely determined by their experience. Among primary school leavers, everyone wants to be a driver and learn auto mechanics. Among girls, hairdressing and cooking are the top choices. High school students want to learn languages (primarily English) and ICT. They are drawn to the Internet, but it costs money. The youth told the team that they go into an Internet café once a week at most. For some it is a treat they plan for:

“When we go to town, we make sure to stop at the Internet café, even if for 10 minutes only. We must save a little money for that. We taught each other how to use it.”

(high school graduate and resident of Umudugudu “Kinyanya” established for child-headed households who were genocide survivors).

Youth are eager for opportunities to learn a variety of trades, but few have had any kind of training beyond primary school and most don’t see how they ever will. Even the high school graduates are pessimistic about their futures. However, youth who are “connected” to something—a church, a literacy class, an association—have a more positive attitude. Women construction workers, members of COATB (the building trades collective), value doing a good job, liking their work, and most interesting, knowing their rights. They worked their way into a male-dominated trade by determination and persistence and courage. Now, they feel pride in their work and know that *“If you like the work, you do it better.”*

In a context dominated by trauma, splintered families, lack of education, and sparse opportunity, youth need guidance and pathways to advancement that they would not likely be able to chart on their own. For example, a local NGO, ASSIST Rwanda, has a program that places youth in full-time cleaning jobs with its partner institutions (largely government and aid agencies). Yet, the cleaning job is not an end in itself; it is a stepping stone. Under an arrangement with the new financial credit union for youth (COOJAD), these youth cleaners have their salary (40,000 RWF/month, or \$72.73) deposited directly into their account. After three months, they are eligible to take a loan worth eight times their monthly salary (320,000 RWF, or \$581) with which they are encouraged to start a business. Loan

repayments are automatically deducted from their salary. Although ASSIST clients can remain in their cleaning job for a maximum of two years while they build their business, many are ready to leave before.

Apprenticeship programs offer similar “pathways” for youth. Several institutions offer apprenticeships to youth, placing them with an entrepreneur who is their trainer for periods varying from six months to one year. The ones we identified—PPPMER (an IFAD-funded government program), CARE, and CRS—mainly serve rural youth (see Objective 3). Urban youth would also respond positively to such an opportunity; however, provision would need to be made for those who do not live with family, as they need to earn money for food and rent. (In the programs we met with, youth apprentices are typically not paid or are paid only a very small stipend.)

Recruitment

The team identified three subsets of youth that form a basis not only for recruitment, but programs inputs and services. The three groups are described below:

- Perhaps the largest subset of youth are those who have dropped out of school in primary or even early secondary school, who have come to Kigali to look for work, and who lack any skills training. They are persistent, resilient, and able to live on very little money, all traits that can work in their favor if given the opportunity to engage in income-generating activities. Young men are more mobile and have a wider range of options in the city; young women are more likely to find work as domestic workers. When engaged in discussions about what they know and are able to do, responses of young women include these: clean house, fetch water, cook, tend children, sew, dance, sing, and fix hair. Young men’s responses include: fix motor bikes, buy and sell cell phones, cut hair, garden, carry heavy loads (as a porter). They are not likely to be members of an association or cooperative or active in any community activities. They have not attended any type of vocational or entrepreneurial training.
- A second group consists of those young people who may not have completed school but who have had an opportunity to gain some specific skills. Young women construction workers identified “learning by watching, by doing” as the way they became masons or helpers on construction sites. While they are able to identify a range of skills and knowledge that they have (measuring and calculating; using tools such as levels, hammers, cement mixers, trowels, proportions for cement mixtures; getting along with supervisors and coworkers; following the rules of the workplace, etc.), they also recognize the need to continue to develop their skills and learn English in order to find more regular work.

- A third group, smaller but often just as likely to be unemployed, are those youth who have a secondary school degree or have graduated from a vocational or technical school. Secondary school graduates told the team that they wanted to go to university but could not afford it. These young people place a high value on studying and on helping others learn, but they do not have the entrepreneurial or technical skills needed for employment in the private sector or self-employment in the informal economy. Similarly, graduates of technical schools often find it difficult to secure employment in the field for which they've trained: *"Graduates from technical and vocational schools are having difficulty finding jobs because their training is not appropriate."*¹² It is generally accepted that Rwanda suffers from a shortage of skilled workers.

Beyond these targeted subsets of youth, recruitment will be influenced by location and strategies in each selected community. Nyarugenge and Nyamirambo in Kigali and all of Butare/Huye are proposed on the basis of the large concentrations of young people who live and work there.

In addition to location, the program will recruit in response to the requirements of each potential employment sector, which corresponds roughly to our targeted subsets of youth (unskilled primary school leavers, semi-skilled workers and graduates of technical training and secondary schools), and try to match the youth with training, employment, and entrepreneurship opportunities in targeted business sectors. For example, training and job placement activities in ICT are more likely to involve high school graduates than primary school leavers. The construction sector, by contrast, can absorb both unskilled youth and those with technical training. The services and hospitality sector, with hotels as the most likely urban employer, is likely to draw from all three sub-groups. Agro-processing, like construction, can draw from both unskilled and technically trained youth.

Given that women have already significantly penetrated the construction industry in Kigali, gender is not expected to be a barrier in any of the other sectors. However, outreach and recruitment activities will need to find ways to target young women specifically as they are less visible than young men.

Issues for Recruitment

Our discussions with youth raise several issues pertinent to recruitment that are listed below; most have been discussed above and thus are highlighted here.

¹² Building Capacity in Science, Technology and Innovation in Rwanda, 2008.

- Youth seem to flock to programs when they hear about new activities. Radio is a powerful medium, and should be employed.
- Design is all, and “buzz” is second. The program must be and seem relevant, and strategies for early successes should be sought.
- Girls are often the ones selling at markets, with boys simply waiting around. Boys are often brought in for short term day labor.
- Street-level recruitment will be essential; hiring criteria for project staff should include the special relational skills required of street-level workers.
- Training and other activities will need to take place at a variety of different times to accommodate young people’s need to work. We asked youth when they could be available for training, and their responses were all over the map, suggesting the need for a flexible, modular scheduling.
- Compensation for program participants, in some form (a hot meal, stipend, etc.), may be important. Without a combination of educational and income opportunities, some youth may not be able to participate, given their daily struggle to survive.

Additional Cross-Cutting Issues

Youth employment needs attention and creative thinking and resources. Any program faces several “pre-existing conditions” that will challenge program implementers. First, self-employment may be less viable because the informal sector in Rwanda does not have the same latitude that exists elsewhere. It appears that barriers to entry are higher for youth, given the government’s discouragement of street vending. It may well be that the informal sector thrives in hiding, and the team simply did not find it.

A second issue, and perhaps most obvious, is that underlying the clean, safe streets and uncommon order is pervasive trauma that still affects this country and people. This must be acknowledged in the design of program services. All youth organizations stress the need to incorporate psycho-social services in every program reaching out to youth.

Key Observations and Recommendations for Objective 1

Observation: Participant youth are to be targeted in Kigali and Butare/Huye, they have limited formal education, few marketable skills suitable for Rwanda's growing formal business and industry sectors, and few opportunities for developing new skills. However, they have strengths and assets and are eager for opportunities to learn.

Recommendation: Give priority to the Rwanda Youth Project activities in Kigali, and conduct additional inquiries/assessment of the needs and opportunities for youth in Butare/Huye.

Recommendation: Develop a core curriculum for the program that builds on youth assets and existing skills and knowledge and fosters a range of work readiness and employability skills that Rwandan employers seek. This curriculum will include multiple components including work readiness, life skills (e.g., setting goals, taking care of one's health, and becoming financially literate) literacy/language, and entrepreneurship.

Recommendation: Identify a wide range of opportunities for basic entry-level work experiences in the four key sectors identified in the assessment (i.e., construction, agro-processing, services and hospitality, and ICT). These work experiences need to be a match for the skills that youth currently have, and provide opportunities for youth to develop new skills.

Observation: Targeted youth fall into three broad categories of educational levels -- those with no education, those with some primary education, and those with some secondary or vocational training. Each category has its own strengths, needs, and challenges for participation in a youth development program.

Recommendation: Core services should be modular and flexible to meet the range of needs and abilities of targeted youth. Those with no education will have access to basic skills training, and those with stronger educational backgrounds should move more quickly into mentored relationships and work experience opportunities. The project should use and strengthen the expertise of both Rwandan youth-serving NGOs and private sector employers to tailor services to a specific segment of the target population.

Observation: Although young women are making limited progress in some types of jobs, generally, they remain out of sight in the urban environment and face specific challenges.

Recommendation: Partner with NGOs or government agencies that focus on the needs and strengths of young women to create options that address the specific constraints they face.

Observation: The largest proportion of targeted youth is very poor. Most need to spend part of each day earning money to live and cannot afford to participate in a youth development project without assistance.

Recommendation: The project should consider providing an immediate benefit for participation, either in the form of a meal, money for transportation, or program-led income-generating activities.

3.2 Objective 2: Understanding Labor Market Demands and Trends

3.2.1 Overview of Rwandan Economy and Labor Market

Although Rwanda is one of the poorest, most densely populated nations in Africa, it has made impressive progress in rehabilitating and stabilizing its economy to pre-1994 levels. The overall economy is growing at a significant rate. From 2001 to 2006, real GDP growth averaged 6.4% annually.¹³ Exports have grown by approximately 12.5% annually since 2001 with coffee, tea, and tourism accounting for 60% of exports in 2005.

¹³ EDPRS Strategy, Ministry of Finance and Economic Planning, September 2007, p. 7.

Ninety percent of the population is engaged in agricultural production. Food crops account for approximately one-third of the country's GDP, yet food production often does not keep pace with population growth.¹⁴ Growth and profitability in this sector are constrained both by limited access to land and the very small size of plots that are available for cultivation. According to the IFAD 2006 *Rwanda Country Report*, off-farm and non-agricultural production have become extremely important elements of household survival strategies. Limited access to suitable land and low returns to smallholder agricultural necessitate a focus on urban-based markets.

Although industry and services employ only 10% of the labor force, they contribute, respectively, an estimated 21.7% and 41.4% to Rwanda's GDP. From 2003 to 2007, the largest-growing sectors in industry were mining/quarrying and construction; the service sector experienced growth in transport, logistics, ICT and financial services. The majority of the businesses in Rwanda are owned by Rwandans, although some of the larger ones have foreign investors.

Despite its extreme poverty, Rwanda is notable for the government's expansionary fiscal policy and ambitious goals to reduce poverty through improved education, infrastructure, foreign investment and market-oriented reforms. Its Vision 2020 articulates the goal to build a "knowledge economy," positing ICT as a central feature of the nation's strategy for growth.

Labor Force Profile

According to the national labor market survey in 2006, 3.7 million workers live in rural areas, where 86% work in agriculture, forestry or fishing as their main jobs. Nationally the number of employed people grew by almost a quarter. The majority of new work opportunities are still on farms, but the

Guiding Questions for Objective 2

- What is the status of the economy in targeted areas?
- What challenges are businesses facing?
- What are the primary means of income generation (in both the formal and informal sectors)?
- What is the prognosis for continued, low-to-medium skill level employment in targeted areas?
- What are examples of enterprises that might be formed by young people or might employ young people?
- What are the corresponding workforce skills needed by employers?
- What is the status of current workforce skills training in Rwanda?
- How might the Rwanda Youth Opportunity Project facilitate post-program employment prospects for participating youth?
- What education and training will be necessary for youth to meet labor market demand in various sectors?

¹⁴ Central Intelligence Agency, *The World Factbook* (www.cia.gov/publications/the-world-factbook/geos/rw.html).

pattern is slowly changing. Almost a quarter of jobs taken since the 2001 survey are non-farm waged work, and 19% of jobs are in non-farm small enterprises. Specifically, the number of sales personnel, skilled service workers and unskilled laborers working outside of agriculture has significantly increased. These jobs include salespeople, cooks, waiters, cleaners, security and personal care personnel. In the higher income quintiles, there are higher proportions employed in trade and service industries.¹⁵ After farming, the trade and service sectors each account for 6% of the labor force.

The majority of new job takers (totaling 240,000 across Rwanda in 2006) are young, with a median age of 22 years, although new job holders in Kigali are older than their counterparts in other provinces. According to the 2006 national labor market survey, young workers represent an interesting share of the labor market. Between 2006 and 2011, another 1 million children will become 15 years old. In 2006 only 100,000 of them were economically active. These numbers will increase dramatically as the rising birth rates and falling death rates have an impact, highlighting an opportunity to set up labor market information and linkage systems to support this burgeoning workforce.

That the labor market for youth is segmented by gender is not surprising. Young women stay at home on the family farm in greater numbers than young men. They also enter wage employment at a lower rate than their male counterparts. According to the national labor market survey, in 2006, 58% of young men between 15 and 20 years worked on the family farm as compared to 73% of young women. Another 25% of young men took wage work, half in farming and half in other industries; only 18% of young women had wage employment. Older males started to work in small businesses, and women less so.

Labor Migration

Migration appears to follow job creation. Of the 550,000 adults who reported having moved in early 2006 (according to a national labor market survey), 500,000 were internal migrants.

The service sector, largely in Kigali, employs the largest group of migrants, approximately 90,000 adults in 2006, of whom nearly two thirds were maids and cleaners. Other important groups of service workers include the police, military, security workers, cooks and restaurant workers. Kigali has also been the primary destination for approximately 6,000 office clerks, officials and managers. Half of all workers in trade and commerce moved to Kigali, although the Southern and Eastern Provinces also attracted over 5,000 traders each. Some 31,000 commercial and sales workers

¹⁵ "Preliminary Poverty Update Report: Integrated Living Conditions Survey 2005/06 (Enquête Intégrale sur les Conditions de Vie des Ménages). National Institute of Statistics Rwanda, Republic of Rwanda. December 2006

migrated during this period, and 22,000 of these were sales and street vendors. In contrast, of the 17,000 professional workers (including 3,500 medical staff and 4,300 teachers) who migrated between 2001 and 2006, less than half were destined for Kigali.

The majority of migrants to Kigali are under 30 years old. Many walk into the towns for the day only, but others come from distant provinces on their own. Twenty-five percent (approximately 100,000 people) live with adults to whom they are not related, while many others end up living on the street. The Government of Rwanda has started a campaign to move street children out of Kigali, back to their home provinces. But with little to hold them there, many of these youth quickly return to the city in hopes of economic improvement.

In light of this problem, many stakeholders interviewed for this assessment, including the executive director of Africare and the permanent Secretary of the Ministry of Youth, expressed concern about focusing on employment creation in urban areas. They fear creating incentives for youth to migrate to cities where housing, sanitation and basic services cannot accommodate the growth. They advocated instead for rural-based support and training centers where rural youth could pursue opportunities without migrating to urban areas. Urban migration is a global issue and a reality in Rwanda. Youth are leaving rural areas in search of better opportunities in the urban areas. Project activities will not be designed to increase urbanization but to equip the youth living in urban areas with skills that will enable them to become productive and contributing members of society.

Kigali and Butare/Huye

Kigali and Butare/Huye are two geographic areas of growth in Rwanda. Of all of Rwanda's provinces, only in Kigali have the economic activity rates increased between 2001 and 2006.

The main occupations in Kigali are unskilled elementary occupations (24.6%), skilled service sector occupations (24.5%), commercial and sales occupations (21.3%), and agricultural and fishery workers (16.9%). The poor population works almost exclusively in agriculture and fisheries and unskilled elementary occupations, although there has been an increase in the percentage of the poor labor force working in commercial and sales occupations and in the skilled service sector. However, the non-poor population working in these sectors increased at almost the same rate as the poor population. More specifically, domestic services employ 26.9% of usually working persons ages 16 years and older. Wholesale and retail trade employs 23.9%, agriculture, hunting and forestry 14.8%, government, administrative and social services 11.9%, and construction 7.5%.¹⁶

¹⁶ Preliminary Poverty Update Report: Integrated Living Conditions Survey 2005/06 (*Enquête Intégrale sur les Conditions de Vie des Ménages*). National Institute of Statistics Rwanda, Republic of Rwanda. December 2006.

According to the national labor market survey of 2006, waged jobs predominate in Kigali, whereas in the rural provinces (including Butare/Huye) independent businesses are more numerous. While Kigali has the highest number of new job entrants, it is followed closely by Southern Province, home to Butare/Huye. The new job entrants in Southern Province are mainly working in independent enterprises and a large number of these enterprises are secondary jobs. There are also 62,000 new waged job takers. The majority of ‘new jobs’ are found in the independent sector, where 230,000 main businesses and another 240,000 secondary enterprises have been created. The vast majority of these are in trade.) According to a national labor market survey of 2006, waged jobs in Kigali and Butare/Huye are found in the service sector, where the majority is in cleaning and catering.

Advantages to urban-based markets include economies of scale among market actors sharing services and inputs, greater visibility to investors, and geographic proximity to improved technology and financial credit.

Challenges to Business

According to the *Local Business Investment Climate Survey* in Rwanda,¹⁷ businesses in Rwanda face several common challenges:

- **Financial constraints** include taxes (high rates and a lack of understanding of and/or information about the tax system), high cost of transport (especially for tourism), and lack of detailed business plans (for agricultural businesses).
- **Availability and cost of land** constrain business start-ups and expansion, especially for tourism, although businesses in Kigali and the Eastern Province are more likely to have a title to the land that they occupy.
- **Credit Constraints** include lack of collateral; high-interest rates, especially for youth; fear of banks among rural farmers; and a lack of “pro-poor” financial institutions offering financial services to high-risk populations.
- **Bureaucracy** hinders small (vs. micro) enterprises that are challenged by licensing, regulations, and bureaucratic procedures. Importing and exporting are hampered by costly and time-consuming regulations; only 1% of businesses surveyed said that they export to the region or beyond. A lack of cargo tracking and exchange rate changes were also cited as constraints to trading across borders.

¹⁷ Draft, *Local Business Investment Climate Survey*, Rwanda Accelerated Competitiveness and Execution Program, On the Frontier Group, in development and unpublished, October 2008.

- **Power outages** affect the profits of all businesses and especially those with 3-24 employees (although they are less frequent in Eastern Province). Because most enterprises do not own or share a generator, they lose significant profits during power outages. In addition, electricity costs are excessively high in Rwanda compared to the rest of the region. Opportunities exist for youth to participate in providing energy alternatives.
- **Training and recruiting** were cited as constraints in the Northern Province by 85% and 95% of businesses respectively. High turnover and local availability of relevant training were specified. Enterprises with more than 24 employees cited *skills and attitudes of school leavers* as a constraint, a point that was continually reiterated in meetings with employers, government, and NGOs. The Technical Schools Report also highlighted poor attitudes and gaps in both technical and soft skills. In contrast, in Kigali only 7% of businesses had difficulty recruiting and 9% had difficulty training. Of particular interest is the fact that the majority of businesses surveyed had no training plan or training budget.
- **Labor laws** are mentioned in the Technical Schools Report as preventing employers from replacing non-performing workers with new recruits.¹⁸

3.2.2 Growth Industries/Sectors

The key growth industries repeatedly mentioned by stakeholders in Rwanda are construction, agro-processing, ICT and service and hospitality. These four were consistently highlighted by our informants as having potential opportunities for youth employment. Although most ICT growth seems to be recent, and the assumed potential somewhat exaggerated, *ICT was nonetheless on everyone's list*. A general description of the four sectors is followed by a discussion of opportunities for youth employment in each.

Construction

Construction is a viable opportunity in most developing countries and according to primary observations, Rwanda is no exception.¹⁹ Nearly everyone with whom the assessment team spoke agreed that construction is growing rapidly, especially in urban areas like Kigali and Butare/Huye, and that the construction trades offer perhaps the single largest opportunity for training and development. This view was confirmed by interviews with city officials in both Kigali and Butare/Huye, who cited nearly geometric growth in the application for building permits over the past three years. Growth in this sector is also reflected in migration of potential workers to the city. In

¹⁸ (Report on the "Ensuring Technical Schools Deliver Employable Young People" Conference. Ministry of Education, Republic of Rwanda. September 2007).

¹⁹ Primary observations by Margie Brand, labor market specialist, EDC Youth Assessment Team, October 14–October 28.

manufacturing and construction alone some 26,000 workers had migrated. Kigali is the major destination for the construction workers.

The growth and potential for domestic development in the construction industry is highlighted by On the Frontier Group's 2008 *"Local Business Investment Climate Survey."* Construction was the only industry group in which a significant percentage of businesses reported importing goods from the East African region.²⁰ Although the process for construction varies greatly depending on the specialization, common components include sourcing raw materials, transporting materials to job sites, design, construction (including all specialized services), quality control, inspection, site clean-up, and waste material management.

These areas all hold potential jobs for youth, but it should be noted that the construction industry is often less reliant on partnerships with NGOs or the government to spur growth. Therefore, partnerships with youth employment programs to develop these jobs will be especially dependent upon those key private sector actors who have an interest in cultivating the next generation of workers.

Information and Communications Technology (ICT)

The Government of Rwanda's Vision 2020 has declared a goal to build a "knowledge economy," establishing ICT as a central feature of the Rwanda growth strategy. And indeed, many of the current policies towards education and training, notably the Ministry of Education's TVET initiative, reflect this goal. But in truth, the nation has a long road to travel to achieve the government's ambition. According to the *CIA World Factbook*, in 2006 there were 65,000 Internet users in Rwanda (0.6% of the population), and 1,592 Internet hosts. Although our team did identify firms that specialize in computer-related retail, repair, recycling and training, nationally, less than 1% of households had a computer available at home; hence the challenge to develop a national culture of information technology that relies on computers in the near future.²¹

The following information on Rwandan cell phone service providers and short message service (SMS) application companies provides background for understanding the opportunities in this business sector.

²⁰ Draft, *Local Business Investment Climate Survey, Rwanda Accelerated Competitiveness and Execution Program*, On The Frontier Group, in development and unpublished, October 2008.

²¹ *Preliminary Poverty Update Report - Enquête Intégrale sur les Conditions de Vie des Ménages 2*, p. 10, 2006.

Rwandatel (Terracom): In 2004, Terracom laid 100 miles of fiber optic cables, connecting Kigali to Butare/Huye. As of 2006, over 220 miles of fiber optic cables had been installed in addition to broadband services. However, as of 2008, the goals for wiring Rwanda had not been achieved, and founder Greg Wyler and the Government of Rwanda were in disagreement over the failure. Wyler's investment appears to have not paid off, for either him or Rwanda. In a telephone interview from his home in Boston, Mr. Wyler said he would not address the government's criticism, as he did not want to be quoted as saying anything negative. But he did say that there were some things he had not anticipated, particularly the technical challenges of linking Rwanda's Internet network to the rest of the world. "The only way to do it," he asserted, "is to buy bandwidth capacity on satellites, but there are not enough satellites to meet demand." Most recently, Wyler, Google, and HSBC have pledged \$60 million to bring Internet access via a satellite network to the developing world.²²

Cell phone ownership and use may constitute the greatest current promise. In 2005 to 2006, cell phone ownership at the national level stood at 635,100 (6% of the population), with the ownership pattern illustrating the telecommunications gap between the poor (less than 1%) and the non-poor (13%). There are currently 900,000 mobile phone handsets in Rwanda, of which 750,00 are currently active (SMS Media meeting notes, October 2008). According to MTN, a provider of national cell phone service, every cell phone has approximately four users. MTN also estimates a 10% penetration of mobile phones in Rwanda in mid 2008, a trend that is continually increasing. In addition, a Village Phone Network²³ operates 9,000 public access phones, 70% of which are in rural areas. The public access phones offer significant opportunity (MTN Village Phone meeting notes, October 2008).

On top of voice functionality, mobile phones are also able to convey content, and MTN is playing an intermediary role in developing an increasing number of mobile phone applications for health, agriculture, and financial services. (e.g., ag extension commodity pricing that currently happens in Uganda). In Rwanda, Voxiva currently disseminates healthcare information through SMS. Following trials in South Africa, Uganda and elsewhere, MTN should start mobile banking in Rwanda sometime in 2009. As part of its standard service package, MTN provides entertainment updates, sports news, horoscopes, and news reports to its customers.

SMS Media: SMS Media is a mobile application and content provider, operating in Rwanda, Congo, DRC, Burundi, South Sudan and Kenya, that provides value-added service to the network providers MTN and Rwanda Cell. SMS Media was started in 2003 by three young people, and now has 5 partners. SMS Media employs 16 people, the oldest being 28 years old. It recognizes that computer

²² <http://machinist.salon.com/blog/2008/09/10/o3b/>.

²³ MTN Village Phone is a joint venture company between MTN and the Grameen Foundation formed in 2006. MTN Village Phone offers public access solutions with two revenue streams: selling mobile phone airtime and direct calls. Funds are all transferred through SMS. In the future, it will be possible to generate income through data transfer and mobile banking services

penetration in Rwanda is so low whereas mobile phone penetration is so high and mobile phones can therefore be used effectively to access information-- also at much lower cost.

Since its inception, SMS Media has developed a number of partnerships. It has partnered with EU Bank to provide SMS banking in Rwanda. (It has also partnered in Malawi and Kenya and will be doing so soon in the Congo.) In addition, the company is working with Nathan Eagle of Massachusetts Institute of Technology (MIT) on business incubation. SMS Media, Nathan Eagle, and a Kenyan entrepreneur are partnering to generate income for rural areas, working with Nokia and Google on projects that enable people to provide translation services for phrases, for a fee, and to respond to survey questions for a fee. Reverse billing is used, and respondents receive other compensation as well for responding to translation or survey requests (e.g., on condom use or mosquito net use). Nationwide in Rwanda, SMS Media plans to start a program that will raise funds to benefit OVCs; 5% of the income generated will be given to Roteract to benefit OVCs.

As SMS technologies develop, there are increasing income-generating opportunities in ***pulling*** and ***pushing*** text messages. For example, a KIST student is now designing small applications for mobile phones that can be ***pulled*** by customers. He developed an SMS application that delivers Bible verses to cell phones, for a fee. It was accepted as part of an applications package that SMS Media and MTN now make available to customers. The youth is now earning over \$2,000 per month, by receiving a percentage of the SMS fee every time someone accesses the content from his application. Each text in Rwanda costs approximately Rfr 65 for pull messages (when the user dials a certain code to receive information on his or her phone). Of this, Rfr 27.5 go to the mobile network provider (MTN), Rfr 27.5 go to SMS Media, and the rest to the government as a tax payment. Of the amount that goes to SMS Media, approximately 30%–40% goes to the youth who developed the application—each time someone accesses information from the application.

For ***push*** messages (when messages are sent to users' phones), the cost is approximately Rfr 42. Of this, Rfr 18 go to the mobile network provider (MTN), Rfr 18 go to SMS Media, and the rest goes to the government as tax. In December 2007, the National Commission on AIDS hosted World AIDS Day and sent (pushed) messages to 25,000 mobile phone numbers in Rwanda. A regulatory body has recently been established in Rwanda that governs the flow of information to mobile phones. Mobile phone users now have to sign up for a subscription service to give permission for messages to be sent to them. For bulk or push SMS messages, users have to dial 90123 and then they are registered with the system. SMS Media sends news and helpful SMS messages and intermixes these with advertisement messages. To incentivize users to register for a subscription service, thereby providing permission to receive SMS messages, SMS Media also offers the capability for people to send free personal text messages from their website.

When users sign up for subscription services in the ways discussed above, SMS Media is also able to collect data on age, location, occupations, etc. It is able to track who reads the SMS messages and can generate a report on recipient profiles after bulk messages are sent. Using this database of subscriber information, SMS Media is able to target specific profiles for specific campaigns.

SMS Media currently gets approximately 12,000 hits per day in Rwanda across all of its applications. There are currently 900,000 mobile phone handsets in Rwanda, of which 750,000 are active. Each handset is shared among 4 people on average and so the cell phone reach in Rwanda is to approximately 3 million users. By the end of 2008, SMS Media will have portable Point of Sale (POS) devices through which people can sell electricity, lottery tickets, and air time.

The company has the capacity to design campaigns and new applications developed specifically for a campaign. It would take approximately two weeks to one month to design a campaign based on an application, such as a youth employment/ labor market exchange campaign. SMS Media could also support the design of billboard and advertising materials as well as provide access to its digital billboards in Kigali to promote this. Billboard artwork can be designed in an hour.

At this time, youth are involved with SMS Media in several ways. Youth are currently developing many kinds of applications, including ring tone downloads, as well as selling electricity through the company. Application developers receive approximately RFW 10 per download, for example, if someone accesses agricultural commodity price information. If their keyword receives 100 hits per month, they would earn approximately Rfr 333 per month, an amount that would be a supplementary form of income. (In Kigali, a youth who has finished secondary school would aim to earn approximately RFW 80,000–RFW 150,000 per month.)

The Rwanda Youth Project might explore several potential partnerships with SMS Media, including the following:

- Target employment and/or health messages to a target audience. SMS Media could provide database categories and information for targeted messages.
- Partner to train youth to be content collectors for SMS applications.
- Design a campaign and SMS applications for youth employment and/or labor market exchange.
- Partner to set up a small lab that can be used to train youth in SMS technologies.

SMS Basic Information and Background

A technology that enables the sending and receiving of messages between mobile phones, SMS has achieved huge success in the wireless world.. SMS is now a major revenue generator for wireless carriers, including those currently operating in Rwanda. Many innovative applications are now built on top of the SMS technology and more are being developed. Several factors explain why SMS is an effective way to share information:

1. Many people in Rwanda have access to a mobile phone. (In 2008, penetration is estimated at 10 percent—higher in urban areas and growing.)
2. Youth are extremely familiar with and comfortable using SMS. Largely due to cost constraints, Rwandans use SMS more than making actual phone calls.
3. SMS messages can be sent and read at any time and from any location. Users do not require access to a specific location (e.g., an Internet café). In Rwanda, mobile phone reception is available throughout the country with very good connectivity.
4. SMS messages can be sent to an offline mobile phone. Unlike receiving a radio broadcast or billboard message, which is time- and location-dependent, people can receive SMS messages even when their phone is turned off or a wireless signal is temporarily unavailable. The SMS system of the mobile network operator will store the SMS message and send it to the mobile phone when it is online.
5. SMS messages are supported by 100 percent of GSM mobile phones, and they can be exchanged between all the wireless carriers operating within Rwanda.
6. SMS is a suitable technology for wireless applications to build on, and SMS messages are capable of carrying binary data besides text. They can be used to transfer ring tones, pictures, operator logos, wallpaper, animations, VCards, VCals (calendar entries), etc. All cell phone users can use SMS, and it supports convenient reverse billing (described below).
7. SMS supports reverse billing, which enables payment to be made conveniently. Reverse billing involves charging a fee to the user for each piece of information downloaded. The fee can be included in the user's monthly mobile phone bill or be deducted from his or her prepaid card. Part of the fee is allocated to the application developer (depending on the agreement between the application developer and the wireless carrier).
8. SMS use can be easily tracked at low cost, supporting the project's M&E system.

Although formal employment in the ICT sector will likely grow slowly over the contemplated five-year life of this project, it seems clear that opportunities based on cell phones and SMS technology will emerge; hence, training in this area ought to be a project priority.

Private Sector ICT Firms:

FM Information Centre -- a limited company that provides technical assistance and maintenance in the computer field.

Turnkey Computer Solutions – supplies computers and accessories to international and local organizations, sourcing computer suppliers worldwide.

Genies SARL - Genies S. A. R. L (Rwanda information technology), the acronym standing for ‘general informatique electronique electricite services’. They have a training center for information technology and a media office for printing, CD copying etc.. They also operate a computer sales and repair center.

Omni Computers - a new company specialized in the sale of computers and accessories, LAN Network installation and configuration. They also collect good empty cartridges for resell to remanufacturers of cartridges (especially Virgin HP cartridges).

Information Technology Centre (C.T.I / I.T.C SARL) - Distributor/Wholesaler of Supply, Multiservice, and Construction in the ICT Sector in Rwanda

JAVAKATETE - Trading Company of products including: Computer, RAM, Haddisic, Motherboard, Laptop

Finally, radio continues to be a key communications media: Between 2005 and 2006 more than half of all Rwanda households owned a radio (53%), a growth of 17% over 2001. Currently several programs use radio, and specifically serialized radio dramas, to convey development related information in such areas as health and reconciliation. Although radio may not offer significant employment opportunities for youth, it does offer an excellent venue for communicating themes relevant to the Rwanda Youth Project (e.g., financial education, job search techniques).

Agriculture and Agro-Processing

Many key growth industries in Rwanda are still agriculture-based, and likely will remain so coffee, tea, and pyrethrum currently make up the three largest exports. (Pyrethrum is a natural pesticide made from dried flower heads, used in mosquito coils, spray, and repellants.) Yet, Rwandan farmers produce many additional products; those highlighted in bold are the most promising and rapidly growing.

- Agricultural Products: **Coffee, Tea**, Herbal Tea (e.g., chamomile, hibiscus), Dairy, **Honey**, Mushrooms (chanterelle and amanita species)
- Floriculture: Paprika oleoresin, Anthurium (flower), **Roses, Pyrethrum** (refers to several types of chrysanthemum ornamental flowers;

- Food products: Rice, Maize, Wheat, Cassava, Cabbage, Groundnut (peanut), Onion, Sweet Potato, Sorghum, Garden Peas, Irish Potatoes (lesser extent), French Beans (lesser extent)
- Horticulture: Capsicums – specifically **Passion Fruit, Bird's Eye Chillies** (spicy chili peppers), Tamarillo (tree tomato), Tomato, Physalis (cape gooseberry), Bananas, Pineapples
- Fixed Oils: Sunflower
- Essential Oils: **Geranium, Eucalyptus**, Vetiver, **Lemongrass**, Evening Primrose
- Medicinal Plants: Prunus (genus of trees/shrubs including plums, cherries, almonds, etc; produces an aromatic resin from the trunk that is used medicinally), Rauvolfia (quinine extracted from tree bark and used as an anti-inflammatory, anti-malarial)

The products noted above are supported by businesses that grow with them including: fertilizer, cold chain transport, e-commerce, tourism, mini hydropower, and commercial fishing (only near Lake Kivu).

Due in part to the work of Agribusiness Development Assistance to Rwanda (ADAR), a USAID-funded agribusiness development project implemented from 2001 to 2006, certain agricultural products (coffee, tea, passion fruit), and floriculture (pyrethrum, roses, and geranium) have started to experience considerable growth within Rwanda. Within each sector, the ADAR value chain development approach focused on advocating for favorable business climates; training producers, processors, and exporters; building capacity; encouraging small capital investments; achieving organic certification; developing appropriate technology (including solar dryers); and, helping to access financial services.

Finally, the Government of Rwanda has identified several sectors that it plans to emphasize over the next five years: silk, hides and skins, and flowers. For existing growth sectors such as coffee, tea, pyrethrum, handicrafts, and mining, value will be added.²⁴ Additionally, the Ministry of Science, Technology, and Scientific Research has plans to finance and implement policies and programs in the following sectors: coffee, silk, horticulture, aquaculture, herbs, and essential oils.

Services and Hospitality

This broad category spans business services, tourism, restaurants, retail and personal services such as housecleaning and security. The rural to urban migration signals a migration of labor from agriculture to services. While the latter offers the potential for employment growth, some of the new jobs also demand upgraded skills --literacy and numeracy, and all the so-called “soft skills” such as customer service, communications, reliability, punctuality, teamwork, and patience.

²⁴ *Economic Development and Poverty Reduction Strategy, 2008-2012*, p. ii.

This cluster of occupations also will likely offer the single largest potential for formation of small enterprises, cooperatives, and other entrepreneurial activities-- from bicycle messenger services to cell phone-based income generation (see “Youth Opportunities in ICT” below for examples).

More narrowly, the emerging tourism industry in Rwanda does offer immediate opportunities for employment in service and hospitality. However, according to a recent study commissioned by USAID and conducted by On The Frontier Group, two-thirds of tourism companies surveyed reported that training and retaining a competent workforce were not major constraints to growth. In comparison to the costs of transportation and land, the workforce was of much less concern to survey respondents.²⁵ Consequently, tourism companies, per se, may be less eager to partner with the youth program because developing a workforce is not one of their immediate priorities.

3.2.3 Opportunities for Youth

Over the course of the assessment team’s mission in Rwanda, we talked with representatives of various agencies, businesses and industries about specific income-generating opportunities that the program might pursue. For each growth sector described above, we list the specific opportunities for youth that it holds. These should be viewed as preliminary, since time did not permit a complete census of industries and firms.

Youth Opportunities in Construction

Currently, youth, including young women, gain entry to construction sites as porters and mason’s helpers. The program can train for the skill set needed to advance from these entry level positions. With experience, youth could progress to specialized functions, and then to specialized training within these functional areas (Africode). Easy, low-cost entry points into the construction industry include the manufacture of simple bricks, roof tiles, nails, bolts, and calvets.

Youth Opportunities in ICT

Two factors make ICT--and the cell phone in particular--a technology rich with employment potential for youth. First the rapid penetration of cell phones into Rwandan life, made even more significant by the fact that each cell phone has multiple users, highlights a growing market of users who can draw on

²⁵ *Local Business Investment Climate Survey*, Rwanda Accelerated Competitiveness and Execution Program, On The Frontier Group, October 2008.

cell phone technology for a myriad of purposes. Second, the fast pace of innovation for applications holds growing and evolving potential for new employment opportunities.

Since the establishment of the MIT/Nokia initiative, Entrepreneurial Programming and Research on Mobiles (EPRM), at the University of Nairobi in 2006, mobile phone technology and programming has become a much larger field of study and potential area of employment for youth. New mobile applications, such as the transfer of airtime, the purchase of pre-paid electricity and mobile banking, are creating new employment opportunities. As these mobile applications expand, so too will jobs in technology support, maintenance and repair. Three areas where the cell phone is penetrating daily life in new ways are described below.

Electricity: Through SMS technology, Rwandans can now purchase prepaid electricity cards-- Power Cards -- that enable them to access electricity codes through their mobile phones instead of going to the Electrogaz office in Kigali to purchase prepaid electricity. Already, 30% of Rwandans use the Power Card, creating new jobs for “Power Card” salespeople.

Market Information: A mobile phone application called “Mosoko” has been developed for cell phones in East Africa. It works as a type of “Craig’s List” application, providing information about available goods and services.

Education: A Mobile Application Development Laboratory was being established in Rwanda in late 2008. This could result in the creation of more Rwanda-focused mobile applications, as opposed to regional applications or applications from other countries. (Source: EPRM Update. 2007-2008).

Specific opportunities exist for youth through a *partnership with SMS Media*:

- Training on how to operate a mobile phone, SMS functionality and how to sell the following services:
 - Providing mobile banking services through mobile phones (when mobile phone service providers start actively marketing this functionality) (potential partners: MTN, financial institutions, SMS Media, EU Bank).
 - Selling water and electricity access through SMS (potential partners: SMS Media, utility companies).
- Training on how to develop mobile phone software applications (potential partners: Nathan Eagle, SMS Media, MTN) In this way youth can become content providers and can earn a

percentage of the SMS fee every time someone accesses the content.

- Collecting commodity prices for income.
- Training on how to operate and start microenterprises using portable Point of Sale (POS) devices that people can sell electricity, lottery tickets (lotto), and air time through. (SMS Media will have these by the start of 2009).
- Signing up for the program where youth can provide translation services for short phrases for a fee.

Skills and training required: Content collectors can easily be trained on how to use a cell phone and how to load information via text message through their phone or online through a computer. There is no cost to load information from the phone and the user simply uses a very basic add-on phone menu function. SMS Media would take one week to train youth on how to load information onto an application or through an interface. This would include a practical test on how to upload to the phone, copy and paste functions, etc. For selling utilities through SMS Media, youth could be trained in one day and could sell anywhere where the MTN network functions. SMS Media trains people at a small call center in Kigali. It is currently looking for partners to finance a small lab that it can use to train people.

In addition, youth can be trained on mobile phone operation, SMS functionality and sales. Income opportunities for youth arising from the evolution in cell phone functionality are outlined below:

- Selling airtime through SMS (potential partners: MTN).
- Selling direct phone call service (act as phone operators) (potential partners: MTN).
- Selling water and electricity access through SMS. To sell utilities, SMS Media estimates it needs one day to train youth who could then sell anywhere the MTN network functions. Youth can be trained to use portable Point of Sale (POS) devices to sell electricity, lottery tickets, and air time. (SMS Media will have these by the start of 2009).
- Opening cell phone bank accounts and conducting banking transactions (Mobile phone banking has been introduced in South Africa, Kenya, and elsewhere in Africa. MTN plans to launch the service in Rwanda in the near future).
- Collecting content via SMS (e.g., for databases on youth employment opportunities or agricultural commodity prices) where youth are remunerated for content contributed and every time someone accesses that content. SMS Media reports that content collectors can be trained in one week to use a cell phone and load information either through their phone or online through a computer.
- Operating village call centers/kiosks, Internet cafes, and small maintenance centers for cell phones. Having learned these skills, urban youth can apply them directly in rural areas; this

provides youth the means by which to return to their communities of origin (potential partners: MTN and Africode). MTN reports that running an MTN Village Phone kiosk requires (1) an entrepreneurial spirit (including good customer service relationships), and (2) technical skills to do simple phone repairs.

- Responding to surveys; youth receive phone credit for responding to survey questions (this service is currently already offered in Uganda).

Elsewhere in the ICT field, Omni Computers is collecting used cartridges and selling to re-manufacturers. If Omni has a stable market for used computer parts, it may be interested in contracting young people to salvage e-waste that may be otherwise disposed in landfills.

Youth Association for Dissemination of Development Information (YADDI). YADDI is a youth-led association that carries out several projects, including the Action Against Computer Illiteracy and Lack of Development Information. YADDI aims to develop entrepreneurship skills for young people. One of the organization's main focus areas is ICT. In the context of entrepreneurship, YADDI sees ICT training and services "as a tool for developing a culture of entrepreneurship among Rwanda's youth."

Youth Opportunities in Agro-Processing

- Production and sale of banana wine, passion fruit juice, papaya and strawberry jam, and concentrated juices that can be stored for about a year.
- Packaging functions for export products including packing, labeling, and sealing.
- Fertilizer production (e.g., from cows)²⁶.
- Grow and sell geranium plants to essential oil producers. Use geranium plants as mosquito repellents to plant around homes and geranium oil for other products such as soaps and candles.²⁷
- Apiculture
- Cargo-bikes (designed by Tom Ritchey and used by coffee farmers in Musanze District in the north).²⁸

²⁶ From IFAD's PPPMER program

²⁷ From Ikirezi

²⁸ From Uruwego Opportunity Bank.

Youth Opportunities in the Service/Hospitality Sector

- Partner with NGOs that place youth in cleaning and other service/hospitality related work—namely ASSIST Rwanda.
- Bicycles present business opportunities for youth in transport, delivery and repair. Bicycle ownership increased from 7% in 2000/01 to 13% in 2005/06. Although ownership levels among both poor and non-poor almost doubled, the ownership gap between the two did not change: 20% of non-poor households own a bicycle in 2006 compared to 6.5% among the poor.²⁹ International non-profits, such as Kids Across Africa design highly durable bicycles and train people in how to use them to earn income. Kids Across Africa has expressed interest in providing this type of training for the Rwanda Youth Project. This effort would need to take place outside of Kigali City center where bicycles are currently banned.

3.2.4 Skills That Employers Need

Employers want job candidates with good “soft skills” such as teamwork, communication, leadership, creativity, and flexibility.³⁰ At the same time, many Rwandan youth believe that they are overqualified for available jobs and are resistant to direction and coaching. Because their resulting negative attitudes are not welcome in the workplace, employers urge the technical training schools to teach these critical ‘soft skills’. In fact, conversations with ETOs and industry representatives revealed slightly contradicting observations: ETOs suggest that there is too much focus on theoretical coursework and not enough on technical hands-on training, but industry representatives claim technical skills are relatively easy for companies to teach to new employees. For them, the soft skills are the real challenge and should command greater attention in the technical schools.

The need for better-developed soft skills among TVET graduates was also emphasized in meetings with private sector representatives. In order to run MTN Village Phone kiosks, for example, people require an entrepreneurial spirit, which includes the ability to connect with clients and establish good customer service relationships. Kiosk managers also need the technical skills to handle simple repairs themselves.³¹

²⁹ *Preliminary Poverty Update Report - Enquête Intégrale sur les Conditions de Vie des Ménages 2*, p. 10, 2006.

³⁰ Ibid.

³¹ Assessment interview, MTN Village Phone, October 17, 2008.

As discussed above, SMS Media requires employees to have specific technical skills related to cell phone functionality. However, it is able to teach these job-specific skills to employees. SMS Media trains people at a small call center in Kigali.

3.2.5 Opportunities for the Rwanda Youth Project

Income generation has been discussed in earlier sections, and as previously noted Rwanda is moving deliberately, however slowly, away from a subsistence agriculture-based economy. According to the national labor market survey in 2006, 40% of non-farm employees work in the formal sector, the majority of which are engaged in the public sector, including parastatal companies. Only 17% of non-farm formal sector employees are in the private sector. There are many opportunities for low-to-medium skill level employment in Kigali and Butare/Huye. Almost one-quarter of jobs in Kigali are unskilled elementary occupations.³²

Program Delivery, Training, and Income-Generation Opportunities

In recent years, conferences addressing youth employment in Rwanda have produced recommendations relevant to vocational training, finance, fostering entrepreneurship, and cooperative formation. Stakeholders, including NGOs, donors, private sector representatives and the Government of Rwanda, have encouraged the team to use these recommendations as areas of focus for the Rwanda Youth Project. Many aim to facilitate linkages with the private sector and thus, the sustainable development of the youth labor market. Recommendations from the Youth Forum on Youth Employment to Celebrate International Youth Day are:

- Establish a Guarantee Fund for youth employment creation (potentially in partnership with Urwego Opportunity Bank);
- Design and run special programs to empower youth in job creation targeting attitudes toward work and other soft skills, as well as more tangible inputs such as finance. Potential partners include the Rwanda Private Sector Foundation (for innovative responses to job creation for youth) and the National Youth Foundation (to expand financing opportunities for youth through financing mechanisms such as COOJAD);
- Provide internship and entrepreneurship programs for recent university graduates (potentially in partnership with PSR);

³² Preliminary Poverty Update Report: Integrated Living Conditions Survey 2005/06 (*Enquête Intégrale sur les Conditions de Vie des Ménages*). National Institute of Statistics Rwanda, Republic of Rwanda. December 2006..

- Develop and endorse a national policy on vocational training, encouraging investors to increase the number of centers and facilitate youth enrolment;
- Install a database of youth activities and create an updated website that monitors, supervises and evaluates youth initiatives (potentially in collaboration with SMS Media);
- Facilitate youth in joining cooperatives;
- Establish annual awards to individuals or associations that promote youth employment;
- Set up a training and job creation fund to help secondary school graduates to start income generating projects.³³

Another set of recommendations emerged from the conference in 2007, “Ensuring Technical Schools Deliver Employable Young People,” which drew participants from the vocational training and private sectors. These recommendations also could become the key implementation components of the Rwanda Youth Project:

- Introduce a dual training system that combines theoretical classroom study and placements within industry of three to six months, enabling students to build skills and gain work experience. Students will earn credit for their experience in industry.
- Facilitate more frequent interaction and exchange of information between technical schools and industry (e.g., technical schools invite employers to visit their schools to see what they do);
- Assist technical schools to equip young people with the skills that employers look for in their young recruits;
- Facilitate employer support for technical schools through student and teacher placements within industry, participation in curriculum development, adoption of "partner" schools (offering moral and technical support), and continual dialogue.

Additional program components, suggested by other stakeholders, could include these:

- Assistance to sixth grade graduates to start income generating opportunities and save funds for secondary school;
- The organization of more events, discussions, and debates for youth participation;
- Special attention to vulnerable groups such as orphans, disabled youth, and ex-soldiers who need much more support, especially in obtaining training and access to associations or other sources of assistance.
- Avoid activities that require land given increasingly limited access to land.

³³ Youth Forum on Youth Employment to Celebrate International Youth Day, Output Document, August 10, 2007, p 9.

The youth labor market suffers from a large gap between demand and supply. Industry claims that it cannot recruit the right people; yet technical schools are producing graduates year after year who cannot find employment. The ideal young recruit has the following characteristics: a positive attitude, a strong work ethic, commitment to lifelong learning, flexibility, self-marketing, entrepreneurial spirit, creative thinking, responsibility, good communication and language skills and excellent teamwork skills.

The training system needs to take more responsibility for cultivating these characteristics. Currently they are a central part of the curriculum that also suffers from a theoretical/practical divide (with an over-emphasis on theory). Students harbor unrealistic expectations that negatively affect their attitudes and work ethic once they find employment. They need to accept that they are likely to start at the bottom in a workplace and will work their way up based on performance.

Several private sector players' names continue to come up in conversations and reports as lead firms and entrepreneurs promoting youth employment and demand-led training. It could be very valuable for the Rwanda Youth Project to work closely with these firms to develop the first phase of youth employment training and linkages in partnership with them.³⁴

Key Observations and Recommendations for Objective 2

Observation: There are several key industries within Rwanda that are growing and that offer increasing employment opportunities for youth. Within these industries private sector actors hold critical market information, have important opinions about youth employment (skills, opportunities), and desire to be involved in labor market improvements.

Recommendation: The project should take an industry-focused approach that includes, but is not limited to, the key growing industries in Rwanda to ensure youth are connected into the increasing opportunities these industries are offering. This will allow youth to start operating in growing industries and make it easier for them to navigate into other employment opportunities as

³⁴ These include: Mr. John Mirenge, MD, of Electrogaz (Rwanda's electricity and water utility authority); Mr. Raj Rajendran, MD, of Utexrwa (textiles company); Mr. Solomon Nzano, MD, of Inyange Industries (Inyange Industries, a holding company, is to construct another mineral water factory that would see water output increase from 2,160 to 13,000 bottles per hour, in a bid to meet the increased water demand); Mr. Ntageruka Kasim, MD, of Computer Bytes (computer equipment and repair and network installation company); Higiroy Eugene of Braliwa; M.S.V. Rao of Kabuye Sugar Works (sugar producer from cane); Mumyaneza Augustine of Sulfo Rwanda (manufacturing and marketing, importation and trading); Ido Granatstein of Kobil Rwanda (producer of premium unleaded petrol products); John Nkubana of Ameki; and Hategekimana Vincent of Enterprise-Urwibutso. (high-quality juice producer).

these industries expand and develop into the future, providing greater potential for long term, more secure (self-) employment opportunities. Introducing youth to particular industries allows youth to gain an understanding of the industry and its different opportunities, and develop vital relationships with actors in the industry. Industries for particular focus should include construction, services (tourism), agro-processing, and ICT as a cross-cutting sector. The projects should work to allow youth to see entry points into industries and then support them in understanding how to traverse within the industry.

Recommendation: It will be in the program’s best interest to work closely with private sector actors throughout the program design and implementation stages. This relationship may take the form of formal public-private partnerships or informal information sharing, consultation, and practical learning opportunities. Continual engagement with the private sector will also ensure better understanding of the changing marketplace and remaining abreast of workforce needs. Project staffing needs to include market development expertise and training so that staff can recognize how to work with the private sector and how to identify opportunities and partners within growing industries.

Observation: Income-earned opportunities for youth need to be immediate, as need for income is great. Self-employment opportunities often hold greater risks and instability for youth than formal employment.

Recommendation: The program should focus on creating immediate income-generating opportunities for youth, even during program participation if possible. The program should primarily focus on creating access to formal, stable jobs for youth in growing industries. Self-employment remains a viable option, but should be considered a secondary alternative, as these are often more risky, unstable, and seasonal ventures for youth to move into. Increased exposure to and experience with formal employment will increase youth marketability in the labor market. If self-employment options are supported, youth need to be supported in connecting with longer-term, income-earning opportunities rather than short once-off income-earned opportunities, unless these are used to feed in as intentionally short-term, capital-raising opportunities to proceed step-wise up into more stable income-earning options. Specific opportunities need to be matched with youth’s health and situational realities.

Observation: Current training and education is generally ill-equipped to prepare youth for the demands of the labor market. Business owners desire critical-thinking skills and general communication skills among employees, more so even than technical

skills. Though work experience initiatives such as internships and apprenticeships are relatively well-established within the labor market, they are often not relevant to employers. Little information exchange exists between training bodies and the private sector.

Recommendation: The program should focus on providing relevant, practical experience for youth to gain labor market training and skills, through incubators, apprenticeships, site visits/field trips, and short-term work groups, for example. Classroom learning would be insufficient to expose youth to the labor market in a meaningful way. Youth need to be supported in getting into actual employment or income-generation, rather than simply exposed to introductory training activities such as apprenticeships. This could be achieved during and/or after the Rwanda Youth Project.

Recommendation: Critical thinking skills should be integrated into the program design *not* through stand-alone courses. This learning should be applied and delivered through the Rwanda Youth Project methodology as a whole and be a central focus of the support provided to youth.

Recommendation: The program could assist The Rwanda Youth Project's youth training partners and technical schools to equip young people with the skills that employers look for in their young recruits. (These could include facilitating youth *and* teacher/trainer placements within industry, engaging in curriculum development, and facilitating more frequent interaction and information exchange between the project and its partners and private industry.)

Observation: No formal mechanism currently exists for matching labor market supply (youth) and demand (jobs).

Recommendation: Use emerging SMS technology to create a labor market information and exchange system in Kigali, targeted at the youth connected to the Rwanda Youth Project, but available to those not involved in the program too.

Key Observations and Recommendations for Objective 3

Observation: The assessment team found that some current governmental policies support development of youth livelihoods, but others may hinder this development. For example, strict regulation of informal sector enterprises tends to depress opportunities for young people to develop their own businesses. Other policies, such as

those related to urban renewal and the promotion of cooperatives, require a deeper understanding to know their implications, a goal best achieved during actual project implementation.

Recommendation: The Rwanda Youth Project needs to develop sufficient credibility quickly to recommend expansion of some policies and reconsideration of others. The team believes this will best be accomplished through building innovative project initiatives in cooperation with responsible ministries, and establishing the project as a viable “player” in Rwanda governmental circles.

Observation: Relatively few of the local and international NGOs focus on youth development, education, and employment. However, many are interested in doing so, and a capacity-building effort could produce a productive network of partners supporting asset-based program services to young people.

Recommendation: The Rwanda Youth Project should invest in organizational and programmatic capacity-building among carefully-selected project service partners. Partners will develop training skills, expand their services with the relevant components of a modular curriculum, and improve management and accountability.

Observation: Rwandan governmental policies and priorities-- national and local--offer the Rwanda Youth Project opportunities for productive cooperation.

Recommendation: The Rwanda Youth Project should chart a course regarding collaboration with the government that would favor working with several ministries over seeking the sponsorship of just one as the project’s “home.” It could benefit from collaboration with multiple governmental bodies through an advisory committee that is composed of representatives from the Ministries of Education, Labor, Youth, and Finance, the Workforce Development Authority, and the cities of Kigali and Butare/Huye, the Private Sector Federation, and KIST.

- A. Assessment Approach and Methodology**
- B. Background, Existing Policies, and Institutional Capacities**
- C. Program Design Options, Considered in Some Detail**
- D. Institutional Profiles**
- E. Mini Sector Assessments not included in body of report**
- F. Youth Focus Group Discussions and Interviews: Summaries and Protocols**
- G. Assessment Schedule and List of Meetings**
- H. Assessment Contacts**
- I. Bibliography**

ANNEX A: ASSESSMENT APPROACH AND METHODOLOGY

The EDC-assembled assessment team was comprised of four international specialists -- Erik Butler (Team Leader), Margie Brand, Brenda Bell, Candace Nelson and two Rwandan researchers, Willy Kamanzi and Andre Ndejuru -- representing expertise in youth, workforce development, education, microenterprise development, and value chains. This team was guided throughout by both the advice and conceptual frameworks of Tye Ferrell and Gilbert Mwenedata and other USAID team members in the Economic Growth and Health teams, as well as by Cornelia Janke and Tim Haskell of EDC. Team members assumed primary responsibilities for distinct assessment objectives.

After a review of materials, discussions with the Ministry officials responsible for education and youth policy, and further review with Mission leadership and staff, the assessment team mapped out a series of regional and local site targets for its field assessment. The observations and findings that elaborated in this report reflect a highly active agenda of site visits, interviews, and research focusing on several locations that appear to be good candidates for the contemplated USAID investment.

1. Key Informant Interviews, Focus Groups and Site Visits

The assessment team planned and carried out a rigorous schedule of more than 70 interviews (more than 130 people from over 40 separate firms, governmental and non-governmental organizations)¹ and conducted four focus groups – with sixty people in all -- with employee and employer groups. The team took an informal, information-gathering approach to interviews with key informants. It sought to understand first-hand the informants' perspectives on Rwanda's growing economy and the situation for young people in future. Members sought to understand and to document the needs of youth, and the impacts of the reported rapid urbanization. They looked for insights into specific skills "shortages," and asked for recommendations on ways in which modest funds might make the most significant contribution to developing the job-related skills of the largest numbers of young people in the target group. They asked questions, probed, listened, and followed up with written information and more questions in certain cases. They made site visits to observe operational programs where possible, and interviewed program leaders about their plans and prospects in other cases. Each team member took detailed interview notes and compared their observations and comments as a team daily. By the end of the first week, clear themes were emerging, and these themes formed the basis for most of the interviews during the subsequent three weeks of the assessment.

2. Document Review

In addition, the team reviewed literally hundreds of documents, analyzed a great deal of policy, programmatic, statistical, and demographic data. It examined data from the Ministry of Education, the Ministry of Social Affairs and Labor, the Ministry of Local Government, the Ministry of Agriculture, the Ministry of Youth and the Institute of Statistics in the Ministry of Finance and Economic Planning, and

¹ There were some repeat or follow-up interviews where we wanted deeper information. See Annex A for the complete profiles of organizations interviewed.

reviewed reports and source material from previous assessments and other research². While this analytical process was rigorous and scrupulous, the tone of this report avoids academic detail in favor of articulating findings that form the basis for concrete plans and actionable decisions.

3 Youth focus groups and individual interviews

To understand better how youth view training, employment and their own personal, work, and social development, the team spoke with over 100 young people in Kigali. It held 11 focus group discussions with a total of 95 youth participants and 15 individual interviews with seven young women and 8 young men. Focus group discussions were held with youth in church-sponsored training and NGO programs, a students' association, youth heads of household, house girls, and members of a cooperative for construction workers. For individual interviews, youth 'from the street' were selected – those hanging around near the market looking for work, a few engaged in street vending and a couple from the Nyamirambo neighborhood where one of the team assistants lived. Their average age was 20.

² A bibliography is presented in Annex F

ANNEX B: BACKGROUND, EXISTING POLICIES AND INSTITUTIONAL CAPACITIES OF POTENTIAL PARTNERS

The Existing Policies and Institutional Capacities of Private and Public Youth Serving Organizations in Rwanda

This section presents an overview of the Government of Rwanda policies concerning youth and youth employment; an overview of key organizations addressing youth employment and youth development, highlighting potential partners for the Youth Program drawn from the formal education system, microfinance institutions and youth-serving NGOs.

In summary, the assessment team learned that Rwanda is a country rich in policies and action plans, and not surprisingly, less strong in full-scale implementation of these policies and plans. USAID's youth program will have opportunities to contribute to the realization of the national youth employment policy (Ministry of Labour); to the Ministry of Youth's plans to provide services to youth through a network of youth centers; to the Workforce Development Authority (Ministry of Education) as it systematizes and upgrades work readiness, technical and vocational education; and to support the Ministry of Education's plans for basic education for all. Additionally, the new Youth Program will find willing partners in nongovernmental organizations. While their organizational and financial management capacity is not strong, several Rwandan nongovernmental organizations and associations are tackling employment, employment policy, and youth development in creative ways.

Guiding Questions addressed under Objective 3

What is the scale and quality of existing youth activities and policies?

What is the capacity of private and public technical training providers to execute the technical skills and entrepreneurship training aspects of the program?

What partnerships will be further enhanced or created with the public and private sector, as well as local government, to support youth employability and entrepreneurship?

Youth Policies

In a country where the majority of the population falls into the 'youth' category (as defined from ages 15 to 35), all policies relate to, or can be made to relate to, youth, directly or indirectly. The following brief descriptions summarize the key points of the major policies:

Vision 2020 : The Government of Rwanda's policies towards youth, education, and the vocational, technical and entrepreneurship training system in Rwanda need to be understood in the context of the country's ambitious and far-reaching plans to achieve the goals of the national Vision 2020: (a) promote sustained growth of GDP; (b) improve the quality of life and raise the standards of living of the citizens of Rwanda; (c) improve skills and knowledge among the population; (d) maintain the viability of and enhance opportunities for growth in rural areas; and (e) integrate technical education with commerce, industry, and the private sector. Developing capacity in science, technology and innovation is a key to achieving this vision, and government policies and action plans have been developed to move the country forward, with

priority being given to the following sectors: food-processing, value-added exports, development and diffusion of appropriate technologies, delivery of clean drinking water, geosciences and geothermal energy, and client-focused agricultural research and outreach.

Economic Development and Poverty Reduction Strategy (EDPRS): The Government of Rwanda has undertaken an ambitious program of poverty reduction, guiding policy development and governmental investment through what its author, the Ministry of Finance and Planning calls “a medium term framework for achieving the country’s long-term development agenda” as embodied in Vision 2020. The Strategy guides investment in economic growth for “sustainable growth of jobs and exports,” and has driven the significant priority for Technical and Vocational Education and Training. Implementation of such an ambitious policy is a lengthy and ambitious road, to be sure, but the Government of Rwanda is intent and focused on it, and the success of any economic or social-related measure is gauged by its relationship to the aims of the EDPRS.

5-Year Plan for Youth Employment: After considerable energy was devoted to forums, research, and public discussion, the Government of Rwanda in 2007 adopted a framework for advancement of youth employment, defined as up to aged 35, following work done with the International Labor Organization. Tied to the EDPRS, it is a well-designed, well-argued plan, but has been left largely unimplemented due to several factors: change in ministerial leadership assignments, lack of resources, and the prominence of the TVET as an apparently-competing priority. Several key informants suggested that the proposed USAID-supported initiative could support the realization and implementation of this plan.

Network of youth centers: Recent work by the Ministry of Youth has documented a network of about 30 general-purpose youth centers in all regions of the country. Most are financed by international organizations, overseen by The National Youth Council and run by non-governmental organizations, some international and some Rwandan. Some are purely recreational in purpose, while others are special-purpose organizations focused on HIV-AIDS, on young women, or on disabled youth. Only a couple of centers emphasize employment or vocational training.

Enterprise and Employment –Oriented Youth Organizations

With the majority of the country’s population falling in an age range considered by the government to be youth (15-35), it is not surprising to find a significant number of programs targeting this group. Sponsored by the government, international (including faith-based) and local NGOs, the majority of services targeting youth seem to fall in three categories:

- health (HIV/AIDS prevention and treatment);
- education (school support for OVCs and non-formal education for drop-outs);
- peace/reconciliation (a rich set of program activities that includes radio dramas for youth, debate contests, democracy clubs, theater, dance, and counseling) Two local NGOs – Never Again Rwanda and AJPROHDO are leaders in this arena.

Several of the largest programs (e.g., CHAMP led by CHF) have activities spanning all three areas. In addition, youth are represented at all levels of government administration. That said, the small handful of programs that deal directly with youth employment is notable given the significance of the unemployment problem. Leading youth advocates admit that there are no successful program models to follow; no one

really knows how to go about tackling this problem. Nevertheless, the team did identify important experience and progress to date that are very relevant to its thinking about program design. The discussion below of specific organizational and programmatic initiatives is organized into six categories:

- Employment policy for youth;
- Job Placement for youth by industry specific cooperatives or associations;
- Job creation for youth;
- Apprenticeship experience and issues;
- Vocational training components of NGO programs;
- Microfinance; and
- Cooperatives.

Employment policy for youth

YES Rwanda:

While many have opinions to offer on the need for policies and program strategies (see earlier reports of several forums on the subject) perhaps none has been as organized and forceful as the YES network. YES was begun initially in 2004 as a Rwandan response to and employment, and has since become a national force for keeping focus on youth employment and development. Its overall aim is to create 200,000 sustainable jobs for Rwandan youth. Yes Rwanda has advocated for Youth Employment to be a national priority issue and worked closely with Ministry of Public Service and Labour and Ministry of Youth, Sports and Culture to develop the National Action Plan on Youth Employment which was endorsed by the Government on March 14th 2007.

YES Rwanda works in four program areas: Business and Entrepreneurship Development, Youth Livelihoods, Policy Research and Advocacy, and Communication and Outreach. The organization is developing a database of youth entrepreneurs and youth-led enterprises, and would like to provide more services to youth entrepreneurs. Among the recommendations in its Strategy and Operation Plan, adopted in February 2005, are the following:

1. Ensure that national and sectoral policies and strategies reflect youth livelihoods and employment concerns by: participating in sectoral policy reviews, strategies and budgets; sensitizing youth on employment policies; laws and strategies.
2. Develop a youth apprenticeship program to prepare the youth to manage the transition from school to work
3. Create partnerships with micro-finance institutions and local governments to mobilize, train and support young entrepreneurs to utilize credit services.
4. Set up and co-manage business growth and development centres which would include business clinics, business incubation centres; and mentorship arrangements.
5. Establish and co-manage technology demonstration centres.
6. Create networks with employers, trainers, financiers to create a favorable environment for productive job creation and employment rights.
7. Engage in independent policy analysis and research – to generate information to guide or influence policy and program review.
8. Build capacity of youth organizations, especially local associations and local CBOs and NGOs working with youth.

Job Placement for youth by industry specific cooperatives

- Collectif des Associations des Travailleurs du Batiment -- COATB (Collective of Associations of Construction Workers)
- This collective, or network of associations grouping workers in the construction sector, counts 12,000 members in Kigali alone. Surprisingly 40% are women, mostly working as '*aide-masons*', painters and '*crepissage*' (plasterers). Its purpose is to improve members' knowledge, welfare and access to employment. The age range of members is 18-45, somewhat wider than the project's target group; however, the president estimates that a majority of members fall on the younger end of that range.

COATB has district level coordinators and offices or contacts in each sector. It has registered all members (without a computer!). Member services include training that takes place all over Kigali in basic skills related to the building trades. Usually these are more general than technical, covering safety and building codes, safety equipment, etc. Each district determines its own training agenda.

COATB places an average of 300 workers/month, mostly on short-term contracts. While it does a little bit of advertising, to date it has secured most of the jobs by chasing down employers. When a contract is secured, COATB contacts its sector-level person to identify appropriate candidates and selects them on a rotating basis in an attempt to achieve balance and fairness in the allocation of work. No fee or commission is charged either to the employer or the worker for this service, although the President claims they plan to do so in the future. Challenges for workers include low salaries and poor organization of work. Employers face low skill levels and poor ability to understand and follow instructions. However, COATB members have a reputation for discipline and organization which is making it easier for COATB to secure contracts for them.

COATB could really help the project to reach large numbers of youth through its large membership base in Kigali. There is plenty of opportunity for institutional strengthening that could make COATB a model for a similar training and job placement service in other sectors.

ATRADORWA (Association of Domestic, Hotel and Restaurant Workers)

This association works on behalf of youth employed and looking for employment as housekeepers, restaurant workers, and hotel workers. It has 500 members, 380 of whom are young women. Members range in age from 18-28. The educational profile of members is as follows:

- 40% have completed primary school
- 20% have completed secondary school
- 5% have some secondary
- 10% are illiterate

The association's main activity to date is to link members with available jobs in these sectors. It also pays members' health insurance and advocates for very basic contract terms and working conditions. To date, most of its placements have been for girls seeking positions as housekeepers. Jobs in restaurants and hotels typically require higher skill levels than members have. Those serving the public need to have French and/or English, and restaurants will only hire high school graduates.

The association places an average of 20 members per month in jobs. The standard salary for housekeeping jobs is 8,000 per month, including housing and food. Most of the girls they place come to Kigali from the countryside; only 5% are Kigali residents. Immigrants stay with relatives and find out about the association from friends. They leave their contact information at the association and wait to be called. Although the association estimates that 80% of members have cell phones, only 33% of the group of girls whom the team met later did. The association has some income from fees it charges to members for the placement services (stated as 10% of salary, but it was not clear how long this lasts). It would like to help members get training in other trades and languages, but lacks funds.

This association could definitely help the Youth Project conduct outreach to its members and other youth. If the project chooses to reach out to the very isolated young women who work as house girls, this association offers an important entry point, if not a more substantial role as partner.

Job Creation

ASSIST Rwanda

ASSIST-Rwanda was established in 1999 to serve OVC, restoring their confidence and building their skills leading to social and functional integration with Rwanda society. Its major accomplishments lie in youth employment through cottage industries (soap products) in the East and its Cleaning Service Project in Kigali.

Having initiated a variety of youth employment programs in Kigali, North and Eastern Provinces, ASSIST-Rwanda has established a private company to manage all of them called “BYAID Co. Ltd.” It manages the Kigali based cleaning service, the Cottage Industries and Beekeeping projects in Eastern Province, and the Tailoring/Knitting project in the Eastern and Northern Provinces. ASSIST-Rwanda established BYAid to conform to government regulations regarding for-profit activities. It also has business plans for two other businesses that can employ youth – a car wash and a recycling business.

Cleaning Service: This program is interesting for the job experience it provides, the method used to transition youth to the next phase of their livelihood and the number of youth served. ASSIST Rwanda negotiates cleaning contracts with institutions in Kigali (largely international and government) and recruits the eldest member of child headed households (CHH) to fill the jobs. A cleaner works from 7 a.m.- 4 p.m. M-F, and receives a salary of 40,000/month. However, cleaners can only keep these jobs for a maximum of 2 years. During that period they are expected to develop a small business of their own, and ASSIST has developed a system to facilitate financing. The worker opens an account with COOJAD (the youth financial cooperative) or another smaller MFI called UBAKA and deposits his salary there. After saving for three months, the youth is eligible to apply for a loan up to a maximum of 8 times his monthly salary (320,000 francs). Repayments are deducted from the month cleaning salary.

Since 2000, ASSIST has established cleaning contracts with a total of 12 companies and employed over 3,600 youth (450/year). Currently however, it has 65 youth working at 4 companies. 60% are girls.

Cottage Industries: Started in 2007 with funding from the British Embassy, this project makes soaps, candles and chalk and employs 170 OVC, mainly girls. It plans to expand to 500 employees.

A beekeeping project is run through 2 cooperatives with 50 members each, 70% boys. The project produces honey which is in short supply as well as beeswax for the candles made by the cottage industries project.

A tailoring and knitting project places girls in apprenticeships with existing entrepreneurs for 3-6 months, and then helps the graduates to form cooperatives. Two coops in Eastern Province work with 25 sewing machines while 6 cooperatives in the North have a total of 40 machines. (Like other apprenticeship programs, ASSIST pays the trainer 10,000 francs/month/apprentice.)

Goat keeping is now offered to CHH, organized in 35 10-person cooperatives (350 youth) in 5 districts. Funding from the Oregon-based Itafare Foundation will purchase 529 goats. Each group gets 15 goats, 1 per member plus 5 for the group. On average, each group will produce 60 kids per year; the cooperative decides together what to do with its herd: sell some to invest in another business, divide proceeds for school fees, grow the herd, etc. Managed well, goats are an excellent way to help people to build assets.

ASSIST-Rwanda has been successful employing relatively large numbers of very disadvantaged youth (OVC, CHH) through its numerous projects and has done so with minimal staff and facilities. The director is impressive – an innovator and activist.

Apprenticeship Experience and Issues

The two organizations profiled below offer vocational training via apprenticeships for youth. Issues in apprenticeship that the project will need to confront include:

Certification. Apprentices need validation of their skills in order to gain recognition among employers, something akin to an equivalency exam.

“Starter kits”. Youth who gain skills via vocational training or apprenticeship need some way to kick start their career, particularly if they are to pursue self-employment. Typically, a starter kit includes the tools that a youth needs to use the skills they have acquired. CRS provides starter kits to its vocational training graduates. The contents of the kits vary by trade and are valued at approximately \$150.

PPP-MER: Project de Promotion des Petits et Micros Entreprises du Rwanda

A government operated rural enterprise program for adults and youth, PPP-MER has sponsored 600 apprentices nationwide. Candidates for apprenticeship are selected by the local authorities (sector leaders) on the basis of vulnerability. Many are OVC or child-headed households (CHH). They must be primary school graduates and pass a literacy test. They can choose the trade they want to learn, and PPP-MER then selects a ‘master’ trainer in that trade, preferably a PPP-MER entrepreneur whose business lies within walking distance of the apprentice’s home. The contract with the entrepreneur/trainer is for 6 months duration. The project pays the trainer 10,000 francs per month, per apprentice. The apprentices receive only a small allowance for transport (3,000/month).

There are more female apprentices than male as girls tend to be more vulnerable, as single mothers or CHH. The gender breakdown for the 2008 apprentices is as follows:

Region	Girls	Boys	Total
East	181	126	307
South	114	86	200
North	69	31	100
West	103	97	100

After the apprenticeship is over, youth usually follow one of two pathways: they extend their stay with the trainer or they form a cooperative with other apprentices and receive a starter kit from PPP-MER; they may also organize themselves into solidarity groups to access credit or leased equipment.

CARE

CARE supports rural school drop-outs with non-formal education and vocational training. The latter is done using an apprenticeship model. CARE places its NFE graduates with local entrepreneurs who are both trained as trainers and ‘facilitated’ or paid a stipend to train the apprentices. Both trainers (entrepreneurs) and apprentices are encouraged to form associations that function as village savings and loan associations (VSLAs). These are networked into a higher vocational training network also supported by CARE.

Vocational training components of NGO programs

The two institutions profiled below illustrate common trends in vocational training. Many sources of technical training exist, varying by level of student they admit and quality of training they provide. Most NGOs that want to help youth obtain technical training refer them, and pay their tuition, to existing vocational institutions. The common pathway after training is to find some kind of placement (internship, apprenticeship, job) with an entrepreneur or form a cooperative with other graduates to find and carry out work collectively.

Catholic Relief Services (CRS)

CRS is well-established in Rwanda with programs supporting OVC, vocational training, Savings and Internal Lending Communities (SILC, the CRS name for the village savings and loan associations or VSLAs that CARE pioneered in Africa) and in Kigali, street kids. Its main implementing partner is CARITAS.

CRS’s main program for rural OVC is an integrated vocational education program that it implements through CARITAS. CARITAS recruits youth participants from its parish network. The vocational training program, which typically lasts 6 months to one year, includes health insurance, introduction to a savings program (CRS trains these groups but invests no capital), vocational training, business skills, psycho/social support, and HIV/prevention training. Upon graduating from the program each participant receives about \$150 worth of tools, sewing machine, etc. They receive business management training from CARITAS and are encouraged to form cooperatives or find internships. Their contracted training centers are usually good at finding mentors and internships in which the new graduates can find work.

Association de Femmes Musulmannes pour le Developpement/Association of Muslim Women for Development – AFMD Sagamba Mutegarugori

Based in Biryogo (Nyamirambo), this association is quite different from CRS. It is a local organization with tiny office premises that reaches out to young women in Kigali who are house girls and/or prostitutes. It

tries to ‘rehabilitate’ them by offering alternatives – literacy classes, peer support, vocational training (tailoring and pasta production) and HIV/AIDS awareness training. Initially, they recruited a few girls by knocking on doors. Starting in 2006 with a group of 10, they have worked to date with over 400, including 50 young men.

It is not easy for the girls to come to the association for training. Many have infants and toddlers. But they are drawn because they are treated as normal women, and they need someone to talk to. Some take the tailoring training, and after being trained (a one-year course, M-F in the afternoon), they form cooperatives and the association tries to get them a sewing machine, or failing that, it tries to arrange apprenticeships with local tailors. A few can get help from their families. Without their own machines, the girls can only find work for someone else. The mixed gender dancing group gets contracts to perform.

House girls must get permission from their employer to come to training. But these girls are hard to keep track of because they don’t stay in these jobs for long (usually less than 1 year). Pregnancy means automatic firing and once fired, they disappear. But, they can’t go home with a child. So they too move to the street and prostitution.

It appears that the association has received funding from many donors including the British Embassy, ActionAid, CRS, and USAID. (The meeting was short and these sources of support could not be confirmed.) If the project chooses to include the highly-isolated and disadvantaged segment of the youth population that house girls and prostitutes constitute, AFMD will be able to advise staff on conducting outreach, prioritizing services and even provide direct training.

Micro Finance

Youth have limited access to finance in Rwanda as elsewhere. While the microfinance ‘industry’ in Rwanda has suffered some setbacks in recent years (in 2006, at least 10 MFIs were shut down or closed voluntarily due to mismanagement), there are at least three sources of financing for youth enterprise development. One is a new financial cooperative established specifically for youth; one is the savings-led savings and loan groups that CARE and CRS are promoting; and the third is *Banque Populaire*, a national bank with the largest branch network in the country which hosts special lines of credit or guarantee funds that back loans to high risk borrowers.

Cooperative de la Jeunesse pour l’autoEmploi et le Development (COOJAD)

COOJAD is a youth cooperative bank for self-employment and development. The cooperative bank, which received over US\$1 million from the GoR in June 200, supports youth entrepreneurship by giving out loans. Although the idea was launched in 2004, its doors only opened in 2007. Its budget is covered by the National Youth Council. To date the cooperative has 2,500 shareholders and 260 active loans. The loans range from 500,000 – 3 million francs (roughly \$1,000 - \$6,000), with the average falling around 1 million francs. The borrower profile is estimated to be: 50% youth; 30% women/girls; 20% other (age 40+).

To become a member, one buys a share at 10,000 francs which can be paid in 3 installments over one year. Member loans are pegged to savings on deposit; one must have saved 25% of the requested loan value. Loan applicants are evaluated by the credit committee including site visits and financial analysis of the business. The interest varies from 12-17% as compared to commercial rates at 18% (agriculture and handicraft loans are at the lower end of this range, while restaurants and motorcycles would fall at the

higher end.) and most loans are for one year, but COOJAD also allows overdrafts which typically are higher interest and shorter term, (e.g. 3 months).

Membership is open to all; COOJAD markets to youth and parents, encouraging the latter to purchase shares for themselves and their children. Parents save and borrow for school fees. To market the cooperative, COOJAD uses TV, radio, newspaper and the National Youth Council. They market directly to youth organizations of all kinds, but intend to remain focused on Kigali where they have 4 branches. For national expansion, they plan to support the development of local, independent cooperatives that will promote local ownership, increase accountability, responsibility and transparency. In addition, independent institutions can capture money from the district budget.

COOJAD has funding from the National Youth Council for 5 years, after which it projects sustainability. It also has a grant of \$20,000 from a US-based organization called “One Life Ministries” for loan capital.

Savings and Loan Associations

Originally introduced in Africa by CARE, these savings-led groups are very simple to organize and train, and both CARE and CRS are promoting them in Rwanda (under different names; CARE’s is known as VSLAs while CRS has named its program “SILC,” (Saving and Internal Lending Communities). Basically, friends and neighbors form a group for the purpose of saving. Members decided on the amount and frequency of their deposits. The collected funds are lent to one or more members at a rate of interest determined by the group. As group members save regularly and loans are re-paid with interest, the group funds grow. At the end of a one-year cycle, the group can divide its fund among members enabling each to access a lump sum, or choose to continue the process of accumulation. The simplicity of the method promotes rapid replication, and the groups are capable of operating on their own once they have been properly trained and have attained stability. It has proven an excellent financial services approach for marginalized segments of the population that are not easily reached by MFIs.

Both CARE and CRS promote their vocational training and apprentice graduates to form savings and loan associations which constitute a preliminary experience with borrowing and repaying with interest for youth.

Interestingly, CARE’s VSLAs are starting to link with banks (in this case, *Banque Populaire*) to access more capital than they can generate through their own savings and loan activity. This is the next ‘frontier’ in VSLAs and is worth watching here in Rwanda.

Legal stature requires clients to be 18 years and older to be able to make financial transactions.³

Banque Populaire

The *Banque Populaire* is the commercial bank in Rwanda most open to special programs for high risk borrowers. For example, PPP-MER clients can access credit through the bank where the project has negotiated a line of credit. They can borrow at subsidized rates of 11% (vs. commercial rates of 18%) for terms of 1-2 years. Higher risk borrowers can access finance through a leasing arrangement for tools and equipment which are owned by the bank until paid off. Apprentices who complete their program are encouraged to form solidarity groups that can qualify for the leasing program as well.

³ Assessment interview, Urwego Opportunity Bank, October 2008

Urwego Opportunity Bank (UOB) and CFE Agaseke

The team met with two of the leading MFIs; one, Urwego Opportunity Bank, was very open to collaboration; the other, CFE Agaseke, was not at all interested. UOB emphasizes the importance of guarantee funds vs. cash transfers or subsidized loans both of which can distort the market. Guarantee funds that underwrite youth loans offer real-life learning opportunities for youth, especially if the borrowers are not aware that their loan is guaranteed. UOB does most of its lending through solidarity groups and claims that they work very well for its 35,000 loan clients who have loans averaging \$90.

Interestingly, CFE Agaseke claimed that solidarity group lending (typically the option available to poorer borrowers) does not work in Rwanda given the private and individual nature of Rwandan culture. Its solidarity group loan portfolio has dwindled to a tiny percentage of its business. The Director felt that group lending is particularly difficult and inappropriate for urban residents.

Cooperatives

It is worth noting the importance of cooperatives in entrepreneurial activities involving youth. Since government policy has strongly encouraged cooperative formation, any group that intends to earn income and gain access to government services must be a cooperative, and follow the established rules and policies for cooperative structure and management.

Associations are widespread in Rwanda, but many must now transform themselves into cooperatives. Associations are essentially non-profit organizations that seek funds to finance association purposes. Cooperatives are member-based organizations in which members buy shares and receive dividends from cooperative profits. The team met one association that felt very threatened by the cooperative push. Keeping membership open and sharing its meager profits among a larger membership threatened both the dynamics of a group of women who had been working together for 13 years and their fragile financial status. This association will either close, or form a company instead of a cooperative. ASSIST-Rwanda also chose to form a commercial company to 'house' its youth employment businesses instead of grouping them under a cooperative.

Other Youth Oriented Organizations (Non-Enterprise Or Employment)

The assessment team met with a number of youth development NGOs that also offer opportunities for collaboration.

Never Again Rwanda

Never Again Rwanda started in 2002, part of the international network of Never Again, an organization devoted to peace building. Never Again International was founded in 2001 at the symposium of The Institute for International Mediation and Conflict Resolution in The Hague, with a primary mission of 'confronting the challenges of peace building through the creation of a collaborative partnership of youth from around the globe.' The organization, comprised of members in Rwanda, the United Kingdom, the United States, Canada and China, promotes a constructive exchange of ideas to prevent violent conflict and remedy its effects.

Never Again Rwanda was officially registered with the Ministry of Youth, Sports and Culture in January 2005. The organization is run locally by a number of volunteer staff who donate their time to advance NAR's goals for a peaceful society and world. Never Again Clubs in secondary schools around the nation form the base of the organization. They work creatively to sensitize and engage the population through theatre, music, dance and sports.

In the past several years, Never Again Rwanda has been working in four primary areas: 1) using debate as a means to develop critical thinking, in conjunction with the NAR clubs for in and out of school youth; 2) theater, as a form of social-psycho therapy, where young people take on the points of view and emotions of others (this is developed into a small income generating theater troupe); 3) FPA (Focus, Pressure, Action), a way of analyzing issues that leads to action, through NAR clubs; and 4) radio drama, a 'very powerful' way of reaching large numbers of the population with messages of peace, reconciliation and trust, accompanied by radio listening groups. There are NAR clubs in 23 high schools and 10 for out of school youth; the groups are self-formed.

In addition, NAR has had a youth participation project in the western province to involve poor youth in decision-making. "You can have freedom of expression but if you are still poor, you are open to exploitation and manipulation." So they developed a small grants program, to give youth experience in planning and implementing projects, with grants averaging \$400 each. NAR intentionally works with both civil society organizations and with government, and would like to see (or even run) some demonstration centers, to give young people new ideas and experiences. They have discussed possibilities for a Youth Information Center that would focus on IT training and access; training for employment; and job creation.

AJPRODHO (Youth Association for Human Rights Promotion and Development)

AJPRODHO was formed in 1997 at the University of Rwanda, and is a registered non-governmental organization with main offices in Gasabo District of Kigali. The Association is composed of a number of partner organizations and individual members, whose primary areas of focus are human rights promotion and protection; development of civil society; and capacity building with youth. In addition the organization is involved in gender awareness and promotion activities, HIV AIDS prevention, and environmental protection.

As described to the assessment team, the primary purposes of the organization are youth development, human rights, and socio-economic development. Programs include: 1) in and out of school activities with youth, including development of critical thinking, debating, training, theater, and human rights clubs with over 200 young people as focal points; 2) investigation of human rights violations in the justice sector; 3) training and development to help young people form microenterprises, help obtain access to credit; 4) engagement with civil society, including the creation of the Legal Aid Forum. At present there is an internal discussion about the feasibility of/ ways of integrating human rights work and economic development/micro enterprise development work.

AJPRODHO has plans to study the effectiveness of current vocational training centers, and based on the results of the study, to create its own small vocational training center that would take a multi-disciplinary, holistic approach to working with young people, an "innovative skills training center with a follow-up plan for participants." They have organized business development training for young people living near the office – one day per week for ten weeks. They found that the significant post-course challenges to be lack of access to start-up capital and the need for ongoing mentoring and accompaniment.

Association pour le Transformation Social (ADTS)

ADTS was created in 1998 to provide training and support for organizations wishing to follow the Training for Transformation approach to community and organizational development. Training for Transformation is designed to help community organizers develop self-reliant and creative communities. Based on the work of Paulo Freire, the original materials were developed by Catholics in the early 1980s in South Africa, Zimbabwe, and other African countries.

ADTS' mission was described to the assessment team as 'behavior change for mutual understanding, dialogue and cooperation.' While Training for Transformation materials are the basis for ADTS' work with community groups, they also take a human rights-based approach. "Rwandans historically want to be told how to do things. We are helping change ourselves from a passive people to an active people." Initially, ADTS was part of Trocaire's work in Rwanda after the genocide. Now it is independent.

ADTS has experience working on a variety of topics (including domestic violence) with over 200 national and grassroots organizations across the country. Among ADTS' programs are a collaboration in the southern province that provides training in self-promotion and micro-finance. In the northern province they are working with the peace and justice committee of the Diocese to build skills in holding leaders accountable. A project funded by Norwegian People's Aid helps sensitize youth for enterprise development, self-confidence, and formation of cooperatives. Additionally, ADTS is providing technical assistance to the governing body of the Maison des Jeunes in Kimisagara.

ADTS has its own building on a plot of land on the outskirts of Kigali (near the German radio station). Built with funds from JICA, the building is one of a planned complex of buildings that will be a training and retreat center. ADTS has a group of more than 20 master trainers who have university degrees and experience in the TFT methodology.

Capacity of Private and Public Training Providers

Although the team identified limited *active* employment services for youth, it did hold promising discussions with public institutions that are well-positioned to provide a solid range of education and training services on a large scale, both in basic education and entrepreneurship.

Technical and Vocational Education and Training System (TVET)

The TVET (technical and vocational education and training) system is in the midst of change and transformation, reinventing itself in order to meet these demands as well as those of a growing private sector; to respond to the challenges of an increased governmental focus on cooperatives and small-business development; and to produce artisans and workers who possess not only up-to-date technical skills but also the skills and attributes of flexibility, problem-solving, teamwork, and continuous learning and improvement. The newly reorganized Workforce Development Authority is charged with upgrading and modernizing the system of vocational schools (Centres de Formation des Jeunes or CFJs) and technical schools (Ecoles Techniques Officielles or ETOs), and while action plans are detailed and beginning to be implemented, the training institutions themselves are not yet showing the results of new approaches. Almost without exception, research documents and personal interviews with key informants support the observation that graduates of Rwanda's vocational and technical schools do not meet the standards required by Rwanda's growing private sector. Graduates have difficulty finding jobs; business and industry are

bringing in workers from other countries to meet their needs for a skilled workforce. In general, the capacity of the system is low and/or not aligned with the demands of the growing economy.

However, in its conversations with representatives of the private sector as well as technical skills training providers, the assessment team found a high degree of willingness and optimism for tackling these issues. While the Youth Program will not be in the business of providing vocational-technical training, the assessment team has identified opportunities for linking to, supporting and perhaps partnering with vocational and technical training providers while they are in the midst of reconfiguration and upgrading.

Nonformal Education Unit,

This unit has the capacity to provide literacy and post-literacy courses to Youth Program participants, primarily through partner NGOs. The NFE coordinator expressed support for the Youth Program and will ensure that it has access to curricula, training courses, and activities that are implemented at the district level and coordinated through this (understaffed) office. The NFE unit depends on the direct implementation of literacy courses by Rwandan and international nongovernmental organizations.

Catch-Up Program Unit

This Unit has the capacity to provide equivalency courses for Youth Program participants wishing to obtain a primary school diploma. The Catch Up (or rattachage) program has been cited in several surveys of Rwanda's education system as offering great potential, but we were not able to assess the opportunities first hand. Other Ministry staff informed the team that the program will be phased out, but this is unconfirmed. Regardless, the Youth Program should explore and support ways to help youth return to school or obtain an equivalency diploma for both primary and secondary school levels. The team understands that it is possible to obtain a secondary school diploma through independent study (using private tutors) and taking of the exit exam. The Youth Program could pilot a course of study that prepares young people for the final exam.

The Rwanda Workforce Development Authority (WODA)

Part of the Ministry of Education, WODA is partnering with construction businesses to provide training courses in carpentry, plumbing and electricity at the WODA workshop facilities in Remera. Scheduled to begin in early 2009, these courses may provide an opportunity for the Youth program to work with the Authority in developing and piloting a work readiness course (focusing on communications and interpersonal skills; problem-solving, critical thinking and innovation; teamwork and leadership). Whether or not this curriculum development is linked with the provision of these new courses, the Youth Project is invited to collaborate with WODA in developing the standards and curriculum framework for a work readiness/employability skills course.

WODA's other primary activities also provide opportunities for partnering and collaborating. The agency is working with selected large businesses and industries to develop an industry-based training program to produce employees primarily for construction and hospitality-tourism businesses. Technical Expert Groups are being formed to provide guidance and assistance in the development of standards and curricula in the areas of tourism, hospitality, and ICT-networking. A new web-based Labor Market Information System is in development (www.lmis.gov.rw), and WODA welcomes assistance in populating and promoting the system. Additionally, WODA is exploring possibilities for supporting development of small enterprises that link to potential new industries (such as banana textiles).

The Private Sector Federation (PSF)

The *Private Sector Federation* has a reported membership of some 72,000 firms and other organizations, organized into nine “chambers” – including several relevant to the work of the proposed youth employment project. They include a youth entrepreneurship chamber, a women enterprise chamber, and several others representing industrial sectors. PSF’s primary foci are *advocacy* and *business development*. Essentially a “quasi-public” corporation, it can receive funds directly from government, fees for service, and grants from donors. It is collaborating with WODA to provide internships and to assist in job placement, and have offered to work with the proposed youth project to develop internships and apprenticeships, as well as to assist with job placement and entrepreneurship development. The PSF’s chairman and the PSF manager of entrepreneurship have been enthusiastic in their support of this initiative.

CAPMER

CAPMER is the business service center for Kigali, while PSF operates the business services centers elsewhere in Rwanda. It is essentially PSF for Kigali’s services to small firms for business development, offering training in starting a business, enterprise management, and consultative services.

ICT

There is available training in ICT, most notably offered by E-ICT and KIST (Kigali Institute of Science and Technology). E-ICT’s training is practical and applied, while KIST’s is more high-level and theoretical. Both require fairly advanced levels of literacy and applied math ability, and both are offered for a considerable fee. It may be that small numbers of young project participants could take advantage of either training, or both, if the project were to reserve a fund for scholarship and stipend supports. E-ICT has expressed interest in a partnership that would establish a routine relationship with the project, and would likely involve fees for service. This should be explored by project management.

In the short-run cell phone technology offers greater potential, given the growing penetration of this technology in Rwandan life. The assessment team was especially intrigued by the use of SMS technology (see discussion of employment related opportunities in Objective 2).

Linkages and Working Relationships

Government Ministries

The assessment team met with a range of people within the Ministry of Education, and sees clear opportunities for linking with Ministry initiatives. The team recommends development of a MOU with MINEDUC that describes opportunities to support and collaborate with the programs described above under training: WODA, the Catch-up Centers, and the Non-formal Education Unit. In particular, the project envisages working closely with WODA to refer young people to TVET programs that align with their interests and with job demand. Also, it can help to align the Youth Program’s proposed education component for work readiness and employability skills with its own standards and curricula (in development), in order to achieve the goal of certifying the Youth Program’s curriculum.

In addition to the Ministry of Education, the team recommends relationships with the Ministries of Youth, Labor, and Finance.

The City of Kigali

The city has been very active with the Assessment Team in helping to locate data about neighborhoods and young people, identify potential local partners and locations, and to make collaboration with the project a priority. It will help locate and provide a space for a center (or centers), have appointed a liaison to the project, and generally view the proposed project as a way for the city to fulfill its ambition to develop a comprehensive youth employment program. Hopefully this collaboration with a USAID-funded, EDC-delivered “pilot” will yield a model that the City can city-wide. This effort has been led by the Vice Mayor for Social Affairs, and the City of Kigali’s planning department. *The City of Butare* has been less involved but the city’s Mayor has expressed similar eagerness to participate.

Finally, the team envisions a program approach that relies on service delivery through several NGOs, cooperatives and/or associations. The program will develop MOUs (or contracts) with these implementation partners. The number and nature of the contracts will depend on which of the three program approaches presented in the next section is chosen.

The table at the end of this annex lists the many of the possible implementation partners actively serving youth in Kigali. It summarizes the current services of each and suggests services that could be accessed from the project.

Another set of institutions would serve as partners in providing resources from which youth would benefit. These are largely private sector companies offering technical training or a range of employment opportunities for youth. In addition, the EDC proposes a relationship with CRS to introduce its savings methodology (‘SILC’) to the network.

Potential Implementation Partner roles and RYP service needs				
Org Type	Potential Partners	Services they provide to youth currently	EDC services they would use	Potential # Youth Served
Local NGO	Assist Rwanda	Job placement in cleaning services	Curriculum, TOT, radio programs, savings methodology	300 per year
Local NGO	AJPROHDO	Human rights education for youth	Curriculum, TOT, empl. Opportunities	300/year
Local NGO	ATRADORW A	Job placement for domestic, hotel and restaurant workers	Curriculum, TOT, radio listening groups	300/year
Local NGO	Never Again Rwanda	Peacebuilding, youth clubs, debate, drama and OVC	Curriculum, radio clubs, savings groups, empl. Opportunities	300/year
Local NGO	Fight Illiteracy Youth Organization	Literacy	Curriculum, radio clubs, savings groups, empl. Opportunities	300/year
Quasi Govt?	COATB (Association of Construction Workers)	Youth employment: training and job placement in construction	Savings groups, curriculum, TOTs, TA for systems dev't.	2000/year
Quasi Govt	Private Sector Foundation	Sector-specific training, Business plan dev't.	Savings groups, curriculum	300/year
Int'l NGO	World Relief	Youth training: Life skills, HIV AIDS	Curriculum, radio clubs, savings groups, empl. Opportunities	500/year
Int'l NGO	Africare	Youth training: Life skills, HIV AIDS, business technical skills, business operations	Curriculum, radio listening clubs, savings groups, empl. opps.	500/year
Int'l NGO	AVSI	Life skills, HIV AIDS, psycho-social services	Curriculum, radio listening clubs, savings groups, empl. opps.	500/year
Int'l NGO	PSI	Health training: Life skills, HIV AIDS	Curriculum, savings groups, empl. opps,	500/year
Int'l NGO	Champ / CHF	Behavior change communication, HIV AIDS	Curriculum, savings groups, empl. opps.	
Int'l NGO	Project Rwanda	Training and business development: Transport sector (bicycles)	Funds to train & finance youth on bicycle-related businesses	

Potential Resource Partners		
Org Type	Potential Partners	Services they would provide
Int'l NGO	CRS	CRS: Teach savings groups
Private Sector	Basket private sector	Youth employment: Training and market access in basket weaving
Private Sector	Utexrwa	Youth employment: Training and market access in silk industry
Private Sector	MTN	Youth employment: Training and market access in ICT (phone)
Private Sector	SMS Media	Youth employment: Training in SMS use for income (phone)
Private Sector	E-ICT	Training: in ICT skills (computer)

ANNEX C: Program Design Options, Considered in Some Detail

Recommend key elements of the Rwanda Youth Project (RYP) design.

Most social service and economic development programs are designed on the basis of a simple equation: the more intensive the service package, the fewer beneficiaries can be reached within a given budget limit. In the case of the Rwanda Youth Project, the design team is faced with a challenge, since the USAID Program Description for this activity put forward a vision that included a comprehensive set of services and a large number of beneficiaries, yet the resources available are not sufficient to accomplish both the depth and the reach envisioned.

Our assessment confirmed that both aspects of USAID's vision are possible and necessary for Rwanda: there is a large urban youth population and a dearth of comprehensive youth livelihood and development programming. Our assessment also confirmed that while comprehensive youth livelihood and development programming is currently minimal, there exists a rich array of activity in the youth, livelihood and economic development arena. This activity spans a range of sectors, actors (government, NGO and private) and target groups. The activity is uneven in terms of depth, quality and capacity, but it is rife with potential.

And so, while the 'bad news' is that we can't do it all, the good news is that we have options. There is not a single way to design effective services for this environment and these youth; rather, we recommend that EDC and USAID consider selecting from among three options, presented in overview format below. One USAID and EDC have identified the preferred model, a more detailed proposal and costing will be developed by EDC.

Before describing program options, it is helpful to review the common elements that any of the designs should have:

- Targets youth 15-24 from a range of educational backgrounds;
- Urban-based (assessment team recommends Kigali and Butare as program sites);
- Offers an instructional package that addresses the educational, life skills (including health and conflict mitigation) and work readiness needs of targeted youth;
- Connects youth with relevant and viable (for Rwanda's changing economy) livelihood generation opportunities in the key, growing and competitive economic industries of ICT, Construction, Service and Hospitality and Agro-Processing;
- Involves partners from the government, private and NGO sector, and builds on what these have to offer;
- Builds toward sustainability of outcomes and/or program elements.
- Works with at least one EQUIP 3 partner to provide cross-cutting services to youth.

The three following program models—center-focus; network-focus; or hybrid—will contain all of these elements. The difference among them is primarily one of emphasis and implementation partner focus. We summarize each model's major inputs, outputs, outcomes, advantages and disadvantages in a table at the end of this section.

MODEL 1: Center-based

Primary Emphasis: Holistic package of youth services delivered through neighborhood youth centers that link with work experience providers.

Approach to varied youth skill levels: Upon enrollment, all youth will be assessed in literacy/numeracy and work readiness skills. High skilled youth participate in a short, work readiness top-up course before moving to livelihood referral (can include placement in further education and training, paid or unpaid internships with potential employers or paid jobs); moderately skilled youth participate in a reduced instructional program before moving to top up and livelihood referral services; low-skilled youth participate in an intensive instructional program before moving to top-up and livelihood referral services.

Service Package: The service package includes onsite ‘livelihood preparation’ instruction plus work experience opportunities offered through partners.

Livelihood Preparation Instruction: Most instruction takes place at the center, either by trained center staff or by partner trainers invited to instruct in specific subjects (see partner description for more detail). Total number and delivery schedule of instructional hours is dependent upon the entry skill level of youth and the availability of the complementary work experience offered for each skill level. Although the topics covered with each skill level are the same, specific information, depth and content hours within each topic will vary by level. An illustrative work readiness and livelihood curriculum would cover:

- introductory/overview modules for each sector (ICT, Construction, Agro-Processing, or Service and Hospitality industry);
- financial literacy;
- communication;
- teamwork and peace-building;
- critical thinking;
- personal health
- Computer skills (where applicable).

Youth/trainer ratio is no more than 25:1. Illustrative number of youth served per year: 1200.

High skilled youth receive approximately 100 hours* of top-up training.

Moderately skilled youth receive approximately 250* hours of post primary level instruction
Low-skilled youth receive approximately 400* hours of instruction aimed at non-primary school graduates.

In addition to standard instruction, EDC would pilot a series of radio-based work readiness modules or segments that could complement the instructional package received by participants while at the same time raising awareness among a broader population. These radio segments could be linked to an SMS response system that would allow us to gain a better understanding of youths' interest, knowledge and characteristics as these relate to work readiness.

An SMS response system would allow youth to text their responses to questions put out over radio to a centralized number (which could be subsidized by the project, hence costing the youth nothing to send the text). This information would be collected in a central database and (i) linked to competitions to promote youth listenership, (ii) assessed to measure understanding of youth and statistics on different issues, and (iii) collated to track impact and reach of the educational radio programs.

If feedback on the radio component shows promise, this element can be expanded as a program component to reach youth outside the target areas, and/or used as part of a more widespread work readiness initiative by government or the private sector.

Mobile Labor Market Exchange (LMEx) The Rwanda Youth Project Assessment Team has identified the growing market for Push and Pull SMS messaging as an opportunity to meet the goals of the program while reaching out to potentially millions more Rwandans. Business interviewed by the assessment team indicated that they have difficulty reaching a quality pool of labor supply. Concurrently, Rwandans, and particularly youth mentioned that they rarely are aware of job opportunities unless they are told by family members or people within their network. The EDC youth program has a unique opportunity to catalyze the development of a Mobile Labor Market Exchange (LMEx) where information about labor demand is shared with mobile phone users. This would have positive effects for businesses as they would be able to reach a larger audience through a medium that is more amenable to their evolving needs, than traditional job market advertising such as in newspapers. This would also allow both labor demanders and labor suppliers to target their audiences through the central LMEx. There is potential to integrate both a push and pull model in the LMEx, although the assessment team recommends focusing first on a pull model.

Pull Model: It is recommended that the introductory mobile labor market exchange operate as a pull model where mobile phone users will dial a specific code to access job opportunities (day labor, short-term, long-term). Specific codes could easily be designated for various industries which would be made explicit through an information campaign.

Logistically the SMS Campaign would work as follows: The project selects a CUSTOM KEYWORD that identifies the campaign. More than one keyword or keyword extension could be selected to differentiate different grades of jobs. In the project advertising we prompt prospects (the project would target specific youth profiles in the advertising messaging and locations where these are promoted) to text your KEYWORD via a text message to the short code number. Prospects send the text message and receive a custom auto responder message from us that includes information on available jobs with contact information, etc. Within seconds one of the project staff will receive the youth's info (or info on other users) and the job types they requested into their project email. This would enable the project to track who is using the system and what jobs are being looked for. As the project gathers information on who is accessing the system, these contacts can also be gathered in order to target them with more employment information and resources later. Each time a user dials the access code for their employment area of interest, they pay a user fee of 65 Rfr. Of this 65 Rfr, 27.5 go to the mobile provider (MTN), 27.5 go to SMS media, and 10 Rfr are paid to Government of Rwanda (GoR) as a service tax.

In this model labor demand information would have to be proactively gathered by the LMEx. There are two primary means that the LMEx could use to gather this information: 1) LMEx central staff could network with private sector actors that have/are collaborating with EDC on the Rwandan Youth Assessment/Program, and 2) Youth could actively network with private businesses in and around Kigali (or other urban areas) to identify labor needs.

* Numbers cited here are illustrative only, and intended to demonstrate the differing levels of instructional intensity. Number of actual instructional hours will be determined by the project team, depending upon cost, instructional needs of different skill levels and available training resources.

Work Experience: Work experience takes place during and after the instructional period. During the instructional period, work experience may include targeted skills training within Rwanda Youth Project's four focus sectors; work on community projects; or work on waged or internship opportunities. Timing of work experience (either ½ days before or after daily instruction, every other week interspersed with instruction, or several weeks at a time interspersed with instruction) will be determined depending upon budget as well as work and participant availability.

After the instructional period, youth will choose, based on market opportunity, participant interest and aptitude, among 3 pathways and 4 industry sectors. Pathways include: return to school or vocational training; employment placement; or internships (or a combination of these). Sectors include: ICT, Agro-processing; Construction; Service and Hospitality. Once pathway and sector are chosen, youth receive six months of active livelihood support services. Active livelihood support services include intensive sector-specific skills training, career counseling and personal coaching as well as referrals and limited financial support for work, internship or further training opportunities in one of program's focal sectors. Each youth will receive at least one placement during the active livelihood support phase. In addition to work placement and counseling, all participating youth will be eligible to participate in an SMS-based labor-market exchange program (see text box).

Partnerships:

Some partners will be supported through subgrants while others will provide services free of charge.

Partners can be engaged in one of three ways.

- Instructional partners provide training and curriculum in one or more elements of the instructional package. Possible partners include CRS and PSI for health, life skills, savings (CRS only); AJPRODHO and/or Never Again Rwanda for peace-building, human rights, communications; FIYO, CARE, ADEPR for contextualized literacy and numeracy (in partnership with the Ministry of Education's Nonformal Education Unit and Catch Up Centers⁴); CAPMER and/or PSF for entrepreneurship and business development; E-ICT for computer skills.

⁴ Government partnerships (national ministries and the cities of Kigali and Butare) are in the form of MOU

- Implementation partners run youth centers. Possible partners include Rwandan NGOs such as AJPRODHO or ADTS, and/or international NGOs such as PSI, CRS, Africare.
- Livelihood partners provide either subsidized or unsubsidized training, internship or work opportunities to program youth. Possible partners include ASSIST Rwanda, COATB, ATRADORWA; private sector businesses and industries, such as (but not limited to and not confirmed) Utexra, MTN, SMS Media; and government entities such as the Workforce Development Authority, MINALOC PDL-HIMO (labor intensive public works), and Cities of Kigali and Butare.

Approach to connecting youth with livelihood opportunities:

- RYP will dedicate staff resources both in its central office and in each center that are devoted to a) working with partners to identify appropriate livelihood opportunities (further training, internships or paid work) for program youth; b) coach and follow youth as they participate in livelihood opportunities.

Advantages:

- Direct and in-depth services to youth enrolled in the program
- Allows more focused targeting (this is particularly important in targeting low-skilled youth not currently served by other programs)
- Youth receiving services targeted to their needs (full service Package or short course)
- Direct oversight of education and youth development components (more direct quality control)
- Easily 'seen' and understood by other stakeholders, donors, community members
- Easier to track outcomes for participants

Disadvantages:

- Fewer youth served through direct services (estimate 6000 total)
- Higher cost per participant
- Fewer partners

Opportunities for Youth Involvement in Collecting

Information: In collecting job opportunity information, youth would then record this information into a cell phone, which would then be uploaded into the main database at the LMEx. Youth would have to develop skills in information collection, customer service and networking, and technical skills on how to input information into cell phones to be uploaded into the main database. This could potentially act as an income-generating function for youth as they could obtain a % commission of the text message fee charged.

SMS Media has indicated that it would likely take their staff one week to train youth on how to load information onto their cell phones (through an application or interface). This training includes instruction and a practical test on how to upload data into the phone. SMS Media also indicated that their sales team could train youth on how to generate income through SMS Media including how they could potentially profit from their activities collecting information for other SMS campaigns such as agricultural commodity pricing, or selling utilities to household through SMS. Current SMS applications use information collectors in this way and collectors are often paid a commission for the information they provide to the central database. Collectors normally receive 10 Rfr per access of their information.

There would be potential for youth working as collectors to increase their margins by upgrading their services from simple data collection to application design and data collection. Applications are not prohibitively technical, but in order to become effective application designers, youth would need to receive several weeks of training. In addition, by learning the application design skill, youth would have the opportunity to move into additional push and pull messaging markets. The assessment team has identified this as a key growth market in the Rwandan ICT sector

Push model: The mobile labor market exchange could incorporate a push service once it has become operational and has proven a valuable service to businesses. In this case businesses would provide the labor market exchange with information regarding job opportunities. Business would then have the option to choose a target profile of mobile phone users that they wanted to send the information to.

Businesses would determine how many users it wished to reach within the number of users available in each targeted profile. The labor market exchange would then send SMS messages en masse to targeted users at a fee of 42 Rfr per user. Of this fee 18 Rfr go to MTN, 18 Rfr go to SMS Media, and 6 Rfr go the GoR as a service tax. Health messages could be sent in the same way.

MODEL 2: Hybrid (Youth Opportunity Center(s) *Plus* Networked Services with an Industry Sector Focus)

Primary Emphasis: Balance between center-based services and networked services. Some youth are recruited and served directly by a smaller number of special purpose Youth Opportunity Centers, which in turn become the “hub” of a network of services focused specifically on key industry/employer groups and on priority services identified by the Rwandan Youth Project. The remainder of the youth comes from the existing populations of the network partners involved in the program. In this model RYP is both a practice-based *laboratory* delivering the most intensive core services, and a *manager* of networked services focused on employability and public-private partnerships.

Approach to varied youth skill levels: For youth served through centers, those with low and moderate skill levels would receive the same instructional package as in option 1, while youth with high skill levels would receive a basic employability short-course as in option 2. Youth participating through network partners would receive the basic employability short-course.

Service Package: The Rwanda Youth Project would create a small number of centers providing core employability and educational services. These centers would be linked to a number of “lead partners” whose role is to connect young people with further employment experiences. One quarter to one-third (proportion will be determined as part of a full proposal) of all youth would receive full package (both instructional and work-experience) of center-delivered services – the same as in Option 1, while the remainder would be served through partners and drawn from partners’ existing populations. Partners would be assisted, provided with curricula and program support, and their capacity would be built and supported, as in Option 2 but with a more limited array of support options.

Partnership: Partners in this model would be grouped into implementing partners and affiliate partners. Implementing partners would be industry sector specific and would be expected to place youth from RYP centers into work experience opportunities for their designated sector, as well as provide industry-specific training as necessary, and in return would receive, via subgrants, TOT, curriculum, capacity building and other support from RYP, so that they could also improve services for their existing populations. Potential Implementing Partners include:

- Private Sector Federation and CAPMER: Entrepreneurship training, support and placement; internships, agro-processing (+200 youth/yr)
- COATB: Construction skills, placement, short-term labor, employability training (+1,500 youth/yr)
- CAPMER or Hotel and Restaurant Association ATRADORWA (housegirls association): services and hospitality training and placement (+200 youth/yr)
- EICT/MTN/SMS Media ICT training and placement (+100/yr)

Affiliate partners would consist of local youth serving and youth led NGOs that will receive capacity building trainings and TOTs to carry out short course programs based created from center led services. Training of Trainers will be carried out for a select number of courses from the service package. Affiliate partners will attend scheduled TOTs, offered by EDC, that they feel will best compliment the services they provide to youth in an effort to deliver a more complete program.

If feasible and there is sufficient interest an affiliate partner network can be formed to provide a wide range of services to youth. This network would create opportunities for youth to attend trainings provided by network organizations. A network partner youth exchange would enable youth to access services not offered by the program that they are currently enrolled. This exchange opportunity at first would be facilitated by the RYP and then transitioned to be network controlled. Network youth would also have access to job placement listings and other referral services.

Approach to connecting youth with livelihood opportunities: Youth participating through centers would choose an industry and ‘track’ (further education/training; work; entrepreneurship work) after completing the instructional program, and then be linked with partners who would identify at least one placement for them. Youth participating through partners would be linked with livelihood opportunities in the way that these partners currently find placements for their populations.

Advantages:

- USAID’s target of 12,500 can be reached through a mix of intensive services to a (smaller) subset of youth and referred services to a (larger) subset of youth
- Direct links to employment through intermediary partners
- Higher number of partners than center only model
- Increased connection with industry sectors – improved technical training
- Capacity- building for partners
- Quality control in the form of close relationship to centers, close ties to few contractors/subgrantees

Disadvantages:

- Small number of partners (may change if affiliate partner network is pursued)
- “light touch” with as many as 3/4 of beneficiaries
- More difficult quality control with the majority of beneficiaries
- Dual focus makes this model challenging and more costly to implement

MODEL 3: (Recommended) Networked

Primary Emphasis: Existing governmental, non-governmental and private sector partners act as delivery partners to youth and are strengthened through participation in and/or capacity building around a menu of RYP services. No direct RYP service delivery to youth through EDC, but rather through partners already experienced in working with youth locally and based in different areas. Youth are served through varied organizations and initiatives and RYP tracks these youth as program recipients. The RYP in this model is the market and youth research, training and curriculum development, capacity building, monitoring, communication and labour market linkage element of the initiative. The face of the program would differ, depending upon the array of services that a particular network member would choose to receive from and/or deliver on behalf of the RYP (through subgrants).

Approach to varied youth skill levels: Since the program would draw primarily from the populations already served by implementing partners, we believe that youth from varied educational and skill backgrounds would be reached. Since partners would be doing direct service delivery, the approach to addressing youths’ varied needs would depend upon each partner’s area of focus and competency. However, the RYP could influence both the youth population and the type of services received by

establishing participant criteria and minimum service packages delivered by each partner, and hence provided to the partners by RYP if needed.

Service Package: The RYP would deliver services to youth primarily through partner organizations – those with direct services that range from HIV/AIDs education to job placement. They include local and international NGOs as well as quasi-public institutions. The project would build the capacity of these institutions to address livelihoods needs of youth in several different ways, depending on their existing programs. For example, health education programs may expand their curriculum to incorporate new ‘work experience’ component; associations that link members to jobs may expand their services to include training and savings promotion. The project would develop a package of services – a short cross-level work readiness curriculum plus more targeted sector modules for classroom training and for radio production; messaging campaigns (SMS Media and others); training of trainers; employment–related services (like internships, apprenticeships jobs and participation in the SMS referral program); project subsidized educational opportunities and vocational training, etc., that each partner would draw from and use in accordance with its existing program and capacity gaps. This model offers flexible responses to the community of organizations serving youth, builds capacity of local organizations and maximizes the numbers of youth served over the life of the project.

In addition to supporting network partners to expand and improve their livelihood services to youth, the project would introduce a learning and advocacy component that, along with capacity building activities, would link the partners in their shared goal, give the network an identity and allow the project to place its stamp on members’ accomplishments without necessarily interacting directly with ‘their’ youth.

Partnership: Implementing Partners move front and center in this model. The project would build a network of service providers linked by the common goal of preparing youth for their future as independent, healthy financially stable adults. The project would strengthen each one - to expand and improve what it already does – by drawing on one or more of the services outlined above. The Rwanda Youth Opportunity Network might require that all partners adopt a core set of its services, and allow them to select others as needed. Most partners, notably the local NGOs, would require sub-grants from the project to finance these capacity building and program strengthening activities. EDC would work with each partner to develop a contract that responds to their capacity and needs.

Approach to connecting youth with livelihood opportunities: Implementation partners that include livelihood training or placement opportunities as part of their existing package would continue to provide these services. Implementation partners that do not have such services as part of their existing package would receive assistance through RYP.

Advantages:

- Broad partnership base
- Builds capacity based on expressed needs of partners
- Build overall capacity of youth employment among multiple partners in Rwanda and set up overall support and capacity building system
- Develop structured support systems for livelihood support and workforce development in Rwanda
- Broad reach and program presence

Desired number of youth can be reached by counting partners' existing populations as opposed to recruiting specifically for the RYP.

Disadvantages:

- Face of program varies: different recipients and partners see it differently (although unified branding campaign could be built)
- Potential for variable program quality and consistency, since it depends on the quality and capacity of the partner
- Depth of youth-focused services varies
- Most needy youth (e.g., those that are not currently touched by any program and there are many according to our research) might be bypassed.
- Youth level outcome tracking more difficult.

Summary

We hope that the foregoing overview of the different models has proved helpful for USAID to weigh its financing and agency-specific priorities. To these considerations, we will add our collective professional recommendation regarding the optimal model from a *programming* perspective.

Considering USAID's technical ambitions for this program: strong work readiness preparation for youth; broad partner participation; visible improvement in the connection between youth labor supply and labor market demand; improved coordination among government, private sector and NGOs; and, most concretely, the challenging costs of 12,500 youth served for \$7.5 million in 5 years—we recommend the **networked model**

Annex D : INSTITUTIONAL PROFILES

Name of Organization: **ADEPR Association des Eglises Pentecote du Rwanda**

Organization Description:

ADEPR is the largest/one of the largest Protestant denominations in the country.

Summary of Interview:

The Social Affaires unit of ADEPR has a very active and extensive literacy program throughout Rwanda. Their offices are located in a large industrial compound in one of the valleys in the center of Kigali, with lots of other offices, workshops, a garage, etc. Obviously, it is the center of the association's operations programmatically and logistically. The 6-month literacy course is taught by volunteers and is located in churches. In some places, they use the Ministry of Education materials (developed in partnership with CARE) and in others they use materials developed/adapted from other sources.

Those learners who are able to continue into a post-literacy phase continue to learn and start learning a trade. ADEPR has many vocational training programs around the country – primarily for women, in sewing, cooking and basket-making. Baskets are sold through GAHAYA Links in Kigali. Some women find work; those who don't find work, form a cooperative. ADEPR teaches them now to create the cooperative, collect contributions into a community bank – which is used to buy livestock and agricultural products. Women learn how to manage projects.

The ADEPR literacy program has a national coordinator, provincial coordinators, and district teachers. The church pays the people who teach the vocational trades. 700,000 people are served through ADEPR (not clear to me if this is church membership total or recipients of services). The literacy program has received funding from MINEDUC, Rwanda Demobilization Committee, CARE, CHAMP, Global Fund and Canadian, Swedish and Finish agencies.

Name of Organization: Africode

Organization Description:

Private sector firm involved in trade and competitiveness

Summary of Interview:

- Best absorbent sectors are:
 - Rural microenterprise and artisanal workforce that fits very well with Rwanda's long term development Vision 2020 especially Agricultural subsectors like: Value added agriculture; village level/off –farms; artisanal activities to support specialized services in agriculture modernization in the country e.g. irrigation schemes, soil conservation; carbon offset; and plantations of high end commercial trees on the Rwanda hills like oil bearing trees (jatropha, etc., for biofuel program). Could be 75% of targeted youth program focus.
 - Urban/semi urban cottage industries: Rwanda can start cottage industries estates in urban and semi urban areas for absorbing young entrepreneurs specialized in various artisanal manufacturing to support manufacturing services of various semi finished and finished products to support booming sectors (such as in construction with bricks, roof tiles, nails, bolts, calvets, etc. as these are simple and low cost) The system should have a link with other bilateral funds in Rwanda like World Bank/IFC.
 - ICT and rural telecoms networks: Few other targeted youths can be equipped with tailored made skills for rural telecoms networks like Village Call centers/kiosks, internet cafes and small maintenance centers for cell phones. This group will help to dynamize marketing structure of rural economies and speed up the ICT revolution in the rural areas. This could be small portion of the program focus.

Name of Organization: **AJPRODHO (Youth Association for Human Rights Promotion and Development)**

Organizational Description:

AJPRODHO was formed in 1997 at the University of Rwanda, and is a registered non-governmental organization with main offices in Gasabo District of Kigali. The Association is composed of a number of partner organizations and individual members, whose primary activities are human rights promotion and protection; development of civil society; and capacity building with youth. In addition the organization is involved in gender awareness and promotion activities, HIV AIDS prevention, and environmental protection.

Summary of Interview:

The primary purposes of the organization were described as youth development, human rights, and socio-economic development. Primary programs include: 1) in- and out-of -school activities with youth, including development of critical thinking, debating, training, theater, and human rights clubs in schools, and over 200 young people as village level focal points; 2) investigation of human rights violations in the justice sector; 3) training and development to help young people form microenterprises, help obtain access to credit (the organization is a big supporter of COOJAD); 800 youth participated in microenterprise training to date, mainly a 10-day course offered on Saturdays over 10 weeks; 4) engagement with civil society, including the creation of the Legal Aid Forum. At present, there is an internal debate about integrating human rights work and economic development/micro enterprise development work. There's a gap within the organization.

AJPRODHO has plans to study the effectiveness of current vocational training centers, and based on the results of the study, to create its own small vocational training center that would take a multi-disciplinary, holistic approach to working with young people, an “innovative skills training center with a follow-up plan for participants.” They have organized training for young people living near the office – one day per week for ten weeks. Also have received grants (World Bank) to train out of school youth in business development. Available resources drive the length of such a course, and access to capital for youth is the key challenge, along with youth's needs to be mentored and accompanied in getting to the next steps.

Training and capacity building are a big issue but not the only one. Kids need help, follow-up, and ongoing support. Training also needs to be linked to immediate tangible benefits to maintain kids' motivation.

UN Habitat was supporting the idea of one-stop youth centers, to respond to all the needs of young people, including employment, recreation, culture. Many stakeholders came together but nothing has happened. Kevin said that Kimisagara/Maison des Jeunes has been successful in creating a good environment for youth with diverse activities and a focus on art, music, sports, tolerance and acceptance. Its Director is an artist and doesn't know how to do a youth employment program. Thus, kids who go to the center like it, but they don't move on.

The Umbuto Foundation recently held a business plan competition. The three winners have access to seed money/start-up capital. One winning plan was to link job seekers with job providers. It is called “Excela”. Banks responded very positively to this competition.

Name of Organization:

APROHADE

Organization Description:

APROHADE is an association of 50 women, mostly widows, single heads of household or disabled. Founded in 1995, APROHADE produces and sells handicrafts including fine embroidered linens, banana leaf cards, and paintings.

Summary of Interview

Despite its longevity, this association struggles. Their main clients are two women's groups in Belgium and Germany; local sales are weak except at Christmas. The group includes both members and employed workers. Most learned how to embroider as girls through church affiliations. APROHADE does not offer any training itself. Surprisingly, few have brought their daughters into the association as producers. Agnes reported that most are still too young or engaged in school. That in itself is an indicator of the association's benefit to its members.

The association has to date resisted the pressure to form a cooperative. Agnes explained that as a cooperative, it must remain open to new members, but APROHADE cannot financially sustain a larger membership. In addition, the entry of new members to such a well-established stable group (the same 50 women have been working together for 13 years!) would change the dynamic in the wrong direction. In fact the association would prefer to establish itself as a private company vs. a cooperative. Sadly, however, it is considering closing its doors.

Name of Organization: **ASSIST Rwanda**

Organization Description:

ASSIST-Rwanda was established in 1999 to serve OVC, restoring their confidence and building their skills leading to social and functional integration with Rwanda society. Its major accomplishments lie in youth employment through cottage industries (soap products) in the East and its Cleaning Service Project in Kigali.

Summary of Interview:

Having initiated a variety of youth employment programs in Kigali, North and Eastern Provinces, ASSIST-Rwanda has established a private company to manage all of them called “BYAID Co. Ltd.” It manages the Kigali based cleaning service, the Cottage Industries and Beekeeping projects in Eastern Province, and the Tailoring/Knitting project in the Eastern and Northern Provinces.

Cleaning Service

This program is interesting for the job experience it provides, the method used to transition youth to the next phase of their livelihood and the number of youth served.

ASSIST Rwanda negotiates cleaning contracts with institutions in Kigali (largely international and government) and recruits the eldest member of child headed households (CHH) to fill the jobs. A cleaner works from 7 a.m. - 4 p.m. M-F, and receives a salary of 40,000/month. However, cleaners can only keep these jobs for a maximum of 2 years. During that period they are expected to develop a small business of their own, and ASSIST has developed a system to facilitate financing. The worker opens an account with COOJAD (the youth financial cooperative) or another smaller MFI called UBAKA and deposits his salary there. After saving for three months, the youth is eligible to apply for a loan up to a maximum of 8 times his monthly salary (320,000 francs). Repayments are deducted from the month cleaning salary.

To date, ASSIST has established cleaning contracts with a total of 12 companies and employed over 3,600 youth since 2000 (450/year). Currently however, it has 65 youth working at 4 companies. 60% are girls.

Cottage Industries

Started in 2007 with funding from the British Embassy, this project makes soaps, candles and chalk and employs 170 OVC, mainly girls. It plans to expand to 500 employees.

A beekeeping project is run through 2 cooperatives with 50 members each, 70% boys. The project produces honey which is in short supply as well as beeswax for the candles made by the cottage industries project.

A tailoring and knitting project places girls in apprenticeships with existing entrepreneurs for 3-6 months, and then helps the graduates to form cooperatives. Two coops in Eastern Province work with 25

sewing machines while 6 cooperatives in the North have a total of 40 machines. (Like other apprenticeship programs, ASSIST pays the trainer 10,000 francs/month/apprentice.)

Goat keeping is now offered to CHH, organized in 35 10-person cooperatives (350 youth) in 5 districts. Funding from the Oregon-based Itafare Foundation will purchase 529 goats. Each group gets 15 goats, 1 per member plus 5 for the group. On average, each group will produce 60 kids per year; the cooperative decides together what to do with its herd...sell some to invest in another business, divide proceeds for school fees, grow the herd, etc. Managed well, goats are an excellent way to help people to build assets.

ASSIST established BYAid to conform to government regulations regarding for-profit activities. It also has business plans for two other businesses that can employ youth – a car wash and a recycling business.

But Emmanuel's next big dream that he is slowly making come true is a youth center in Eastern Province that will have vocational training workshops, recreation facilities, training rooms, a dormitory for those taking short courses, a library and canteen. He is fundraising in Germany for this center which will handle 300 kids/day.

Common to all of these programs serving disadvantaged youth is weekly training on a variety of topics (e.g., HIV prevention), and other services.

ASSIST is challenged to manage all of its programs by a severe staff shortage. Donors are willing to buy equipment and send technical experts, but no one will pay operational costs.

Name of Organization: **Association de Femmes Musulmannes pour le Developpement/
Association of Muslim Women for Developpement – AFMD Sagamba
Mutegarugori**

Organization Description:

Based in Biryogo (Nyamirambo), this association reaches out to young women in Kigali who are house girls and/or prostitutes. Efforts are made to improve their skills in a variety of areas including; literacy, peer support, technical training (tailoring and pasta production) and HIV/AIDS awareness. Initially, they recruited a few girls by going to their houses and started in 2006 with a group of 10. To date, they have worked with over 400, including 50 young men.

Summary of Interview:

Young women in Kigali have a rough time. They come to the city mostly from Southern Province and plug into whatever network they have here to find a job as a housekeeper. If they don't have anyone here, or can't find a job, they end up on the street working as prostitutes.

It is not easy for the girls to come to the association for training. Many have infants and toddlers. But they are drawn because they are treated as normal women, and they need someone to talk to. Some take the tailoring training, and after being trained (a one-year course, Monday-Friday in the afternoon), they form cooperatives and the association tries to get them a sewing machine, or failing that, it tries to arrange apprenticeships with local tailors. A few can get help from their families. Without their own machines, the girls can only find work for someone else.

Name of Organization: **Association pour le Developpement et la Transformation Sociale**

Organizational Description:

ADTS was created in 1998 to provide training and support for organizations wishing to follow the Training for Transformation approach to community and organizational development. Training for Transformation is a set of materials and approaches designed to help community organizers develop self-reliant and creative communities. Based on the work of Paulo Freire, the original materials were developed by Catholics in the early 1980s in South Africa, Zimbabwe, and African countries.

Summary of Interview:

Jean Damascene described ADTS' mission as 'behavior change for mutual understanding, dialogue and cooperation.' While Training for Transformation materials are the basis for ADTS' work with community groups, they also take a human rights-based approach. "Rwandans historically want to be told how to do things. We are helping change ourselves from a passive people to an active people." Initially, ADTS was part of Trocaire's work in Rwanda after the genocide. Now it is independent.

ADTS has experience working on a variety of topics (including domestic violence) with national and grassroots organizations, totaling over 200 groups across the country. Among ADTS' programs are a collaboration in the southern province (KOCUF) that provides training in self-promotion and micro-finance. In the Northern Province they are working with the peace and justice committee of the Diocese to build skills in holding leaders accountable. A project funded by Norwegian People's Aid helps sensitize youth for enterprise development, self-confidence, and formation of cooperatives.

ADTS is providing technical assistance to the governing body of the Maison des Jeunes in Kimisagara. We probed a bit, as we have been referred to the Maison as a possible site for our program. The German-funded Forum has 18 member organizations, not all of whom are active. ADTS is helping the group analyze their situation and develop a strategic plan. According to Jean, the vision of the Maison des Jeunes is to become a center specializing in peace-building, but member groups say they need to have income-generating activities. The Ministry of Youth, the National Youth Council and the City of Kigali all have an interest/role in the Center. The Ministry pays the Center director; many materials in the Center were donated by Germany. There is a "difficult balance" between government involvement in the Maison and civil society leadership.

ADTS has its own building on a plot of land on the outskirts of Kigali (near the German radio station). Built with funds from JICA, the building is one of a planned complex of buildings that will be a training and retreat center.

ADTS has a group of more than 20 master trainers who have university degrees and experience in the TFT methodology. Trainers work with organizations to provide three phases of preparation and training with their own staff. The 4th phase is a training of trainers, followed by accompaniment until the staff becomes confident in the methodology.

Name of Organization: **ATRADORWA (Association of Domestic, Hotel and Restaurant Workers)**

Organization Description:

This association works on behalf of people employed and looking for employment as housekeepers, restaurant workers, and hotel workers. It has 500 members, 380 of whom are young women. The age range of members is 18-28.

Summary of Interview:

The association's main activity to date is to link members with available jobs in these sectors. It also pays members' health insurance and advocates for very basic contract terms and working conditions. To date, most of its placements have been for girls seeking positions as housekeepers. Jobs in restaurants and hotels typically require higher skill levels than members have. Those serving the public need to have French and/or English, and restaurants will only hire high school graduates.

The association places 20 members/month in jobs. Most of these are housekeeping for which the standard salary is 8,000/month, including housing and food. Most of the girls they place come to Kigali from the countryside; only 5% are Kigali residents. Immigrants stay with relatives and find out about the association from friends. They leave their contact information at the association and wait to be called. Although the association estimates that 80% of members have cell phones, only 33% of the group of girls we met later did.

The educational profile of members is as follows:

- 40% have completed primary school
- 20% have completed secondary school
- 5% have some secondary
- 10% are illiterate

Name of Organization: AVSI

Organization Description:

AVSI is an Italian Cooperation agency that is principally focused on providing assistance to Orphans and Vulnerable Children (OVCs). They have two areas of focus: 1) direct activities where they provide support to OVCs through education, learning materials, payment of school fees (at the secondary level), medical care, vocational education and extensive individualized psycho-social support (which is their core activity). Their major local partners are orphanages and health centers.

Summary of Interview:

Conversations during this interview focused on the importance of having a strong psycho-social component in the youth employment program to help them deal with the traumatic effects of the genocide. If this is not done, then all efforts may be open to failure. AVSI has extensive individual psycho-social programs. They do this through counseling where they observe children, parents and/or relatives and the community itself. They reach children through innovative methods such as recreational activities (sports, traditional dancing, drama, basket weaving), which are led by social workers. They have a particular process called the “Pot of Life” that would be good to follow up on because it helps young people deal with the trauma of the genocide and appears to be relatively effective. They have a database of children, the majority of which are over 18 years old. They noted that young people don’t know what opportunities exist or where to go for support and assistance.

Name of Organization: **CAPMER**

Organization Description:

The Centre for Support to Small and Medium Enterprises in Rwanda (CAPMER) is a quasi-governmental organization focused on Business Development Services (BDS) for Small and Medium Enterprises (SMEs). Their major partners are the Private Sector Foundation (PSF), Kigali Institute of Science and Technology (KIST), the Ministry of Commerce, UNIDO and SNV.

Summary of Interview:

The CAPMER staff highlighted the huge demand for youth employment in Rwanda. One figure put forth is that approximately 85% of Rwandan youth are jobless in a predominantly agrarian economy. Of this huge demand, CAPMER is only able to meet roughly one percent of the demand. Because of this they have increased the utilization of consultants. They work with PSF in establishing BDS centers. Their principal focus is on entrepreneurship development and specific programs for youth, e.g., they have recently initiated a program with the Ministry of Public Service and Labor to train ten youths from each of the 30 districts in Rwanda on entrepreneurship, business ideas and action plans, facilitation of access to finance, etc. Their specific youth employment program is a two year program with concurrent courses. They have also conducted similar programs for retrenched civil source and women. On average, only 10% of those trained actually completed business plans (needs to be verified). They select participants based on education, age, and existing projects on business. They identified the most promising sectors for youth employment as food processing and services (transport, tourism, ICT and handicrafts). They are currently building an Enterprise Resource Center, which will serve as a large training facility for their programs. They have adopted UNIDO training modules and conduct courses in English, French and Kinyarwanda.

Name of Organization: **Catholic Relief Services**

Organization Description:

CRS is well-established in Rwanda with programs supporting OVC, vocational training, Savings and Internal Lending Communities (SILC, the CRS name for the village savings and loan associations or VSLAs that CARE pioneered in Africa) and in Kigali, street kids. Its main implementing partner is CARITAS.

Summary of Interview:

The EDC team was interested to know how CRS works with and defines OVCs, how it trains OVCs in vocational skills and what credit or kits participants receive after training to get into business. CRS uses Caritas as their main implementing partner for Track 1. They are subcontracted to do additional OVC work through CHAMP, the CHF led consortium. In both cases CARITAS recruits participants from their parish network. The vocational training lasts 6 months to one year, with participants receiving health insurance, introduction to a savings program (facilitated by CRS but no investment in it), vocational training, business skills, psycho/social support, HIV/prevention training. Upon graduating from the program each participant receives about \$150 worth of tools, sewing machine, etc. Their contracted training centers are usually good at finding mentors and internships in which the new graduates can find work. Additional start-up capital can be provided through SILC (savings and internal lending communities) which constitutes as a preliminary MFI experience for participants.

For the purposes of conforming to PEPFAR requirements CRS serves OVC children who are orphans or children where at least one parent has contracted HIV/AIDS. Vulnerable children are those below poverty line, child heads of households and who 0 to 18 years old are. OVC children are assisted through the years of their education. 20% of CRS OVC children are heads of households.

Name of Organization: CARE

Organization Description:

CARE has a large program in Rwanda focusing on three areas: Education, Economic Security and HIV/AIDS. The Education program is non-formal education focusing on girls; the Economic program supports the formation of CARE's flagship Village Savings and Loans Associations (VSLAs); and HIV/AIDS component offers integrated health services.

Summary of Interview:

Educational statistics provide the rationale for CARE's decision to offer non-formal education to out-of-school youth. Although primary school is free in Rwanda, 20% of those children who enter school drop out after first grade, and 20% the year after that. Thirty-five percent of each entering class actually completes primary school, and of those who do, only 48% go on to secondary school which is not free. CARE targets rural children who they say are the most disadvantaged. Education quality is low at all levels, especially in reading and writing.

CARE's Non Formal Education program has two main components: a 9-month literacy course and vocational skills training. CARE has developed a diagnostic assessment that is given to all entrants, and the NFE program uses a curriculum that was jointly designed by CARE and ADEPR.

The literacy program tracks participants into 3 levels: 1) never attended school; 2) school drop-outs; and 3) primary school graduates. The content is relevant to their lives and includes conflict management, environmental protection, and HIV-AIDS.

The vocational training piece uses an apprenticeship model and places the NFE graduates with local entrepreneurs who are both trained and 'facilitated' or paid a stipend to train the apprentices. Both trainers (entrepreneurs) and apprentices are encouraged to form associations that function as VSLAs. These are networked into a higher vocational training network also supported by CARE.

Interestingly, CARE's VSLAs are starting to link with banks (in this case, Banque Populaire) to access more capital than they can generate through their own savings and loan activity. This is the next 'frontier' in VSLAs and is worth watching here in Rwanda. Banque Populaire seems to be the bank of choice for programs facilitating financing for higher risk client groups (i.e. youth).

CARE has developed a rights-based curriculum that is used with women and marginalized groups.

CARE also has worked with formal schools, piloting a curriculum that teaches farming skills to kids, especially organic farming techniques, terracing, natural resource management and farming for profit. Based on the success of CARE's pilot efforts, the Ministry of Education has decided to expand use of this curriculum and will introduce in teacher training colleges as well.

Name of Organization: **City of Kigali**

Summary of Interview:

Essentially, we asked four questions: 1) how many youths are there in Kigali? 2) How many youths have migrated to Kigali?; 3) How do we target specific groups of youths?; and 4) which youth groups would they recommend us to work with? There are several district youth/NGO initiatives in Kigali. Several have youth employment initiatives but none are solely focused on youth employment. The City currently has plans to design a comprehensive youth employment program, but no present capacity to do so. They noted it is difficult to obtain concrete empirical data but anecdotally, there has been a large increase in youths migrating to Kigali from outside urban and rural areas. For example, there were approximately 2,000 youths who drove motorcycle boda-bodas (taxis) in 2006. There are currently over 3,500. They estimated that 80-90% of youths in Kigali are from rural areas and believe that youth migration from rural areas to Kigali is very significant. One important piece of information that came out of the meeting is that they view Kigali itself as roughly 60% rural, which implies significant opportunities for peri-urban activities for youths in agricultural value-added processing. They suggested the establishment of a Youth Center in a residential area where many youths live that is near the city commercial center where most economic activity takes place. This might mean the establishment of the Kigali Youth Center in Nyamirambo District, which is adjacent to the city commercial center. They also mentioned the government's plan to establish a free trade zone on the outskirts of Kigali but this is unlikely to be reality for a few years.

Name of Organization: **CFE-Agaseke (Centre Financier aux Entrepreneurs Agaseke)**

Organization Description:

Agaseke is one of the main MFIs in Rwanda; it was started in 2003 by two organizations – Desjardins (Canadian financial cooperative institution) and Soras, an insurance company. Today it has 32,000 clients (savers and borrowers, more of former) served via seven branches, 4 in Kigali and 3 in the provinces.

Summary of Interview:

Although Agaseke offers both individual and group-based ‘solidarity’ loans, the Director claims that group lending is disappearing in Rwanda due to the suppression of the informal sector (where the poorest borrowers and most likely to join solidarity groups work), and the lack of solidarity among disparate disconnected rural migrants (this is in direct contrast to the experience reported by UOM, another leading MFI in Rwanda which has mostly solidarity groups). He claims that Rwanda is experiencing no less than a cultural change, especially in the cities where individualism is becoming the cultural norm.

Consequently, Agaseke’s clients tend to be a little better off than the typical solidarity group client, but still unable to access bank financing. Most loans are for commercial activities, with some production and transport. Past attempts to finance maize and potato production in the north failed. The average loan size is 2.5M francs with terms set for each loan.

Name of Organization: **Collectif des Associations du Travailleurs du Batiment (COATB)**

Organization Description:

This collective or network of associations grouping workers in the construction sector counts 12,000 members in Kigali alone. Surprisingly 40% are women, mostly working as ‘aide-mason’, painting and ‘crepissage.’ Its purpose is to improve member’s knowledge, welfare and access to employment.

Summary of Interview:

COATB has district level coordinators and offices or contacts in each sector. It has registered all members (without a computer!). Member services include training that takes place all over Kigali on basic skills related to the building trades. Usually these are more general than technical, covering safety and building codes, safety equipment, etc.

Members have learned their technical skills either in vocational institutes or on the job. COATB claims that on-the-job training is more effective, but in both cases, they need more theoretical reinforcement. Each district determines its own training agenda.

COATB places an average of 300 workers/month, mostly on short-term contracts. While it does a little bit of advertising, it mostly chases down employers to secure these contracts. When a contract is secured, COATB contacts its sector-level person to identify appropriate candidates and selects them by virtue of who has not worked in a long time. No fee or commission is charged either to the employer or the worker for this service, although there are plans to do so in the future.

Challenges for workers include low salaries and poor organization of work. Employers face low skill levels and poor ability to understand and follow instructions. However, COATB members have a reputation for discipline and organization which is making it easier for COATB to secure contracts for them.

The network has no evident income stream. The government (local authorities) pays for trainers at the sector level, but the admin. Staff is all volunteers, including three District Coordinators, the Vice President and Secretary. They all have construction-related businesses, and help hustle contracts for members with the companies they know.

Name of Organization: **COOJAD -- Cooperative de la Jenuesse pour l'Autoemploi et Developpment**

Organization Description:

COOJAD is a credit union for youth in Rwanda. Although the idea was launched in 2004, its doors only opened in 2007. Its budget is covered by the National Youth Council. To date the cooperative has 2,500 shareholders and 260 active loans.

Summary of Interview:

COOJAD's founders were searching for a way to fill the gap left by banks and MFIs, none of which lend to youth. To bring their dream to reality, they proposed the idea of microfinance for youth with the Ministry of Youth, the Ministry of Finance and the Mayor of Kigali. Accepting the idea, the Ministry of Youth moved relatively quickly to hire a consultant to research and design the project. Youth organizations participated in a general assembly to elect the officers and in 2007, COOJAD opened for business in Kigali.

COOJAD, as its name indicates, is a financial cooperative, operating much like a credit union. To become a member, one buys a share at 10,000 francs which can be paid in 3 installments over one year. Member loans are pegged to savings on deposit; one must have saved 25% of the requested loan value. Loan applicants are evaluated by the credit committee including site visits and financial analysis of the business. The interest varies from 12-17% as compared to commercial rates at 18% (Ag. and handicraft loans are at the lower end of this range, while restaurants and motorcycles would fall at the higher end.) and most loans are for one year, but COOJAD also allows overdrafts which typically are higher interest and shorter term, (e.g., 3 months).

Membership is open to all; COOJAD markets to youth and parents, encouraging the latter to purchase shares for themselves and their children. Parents' interest is to save/borrow for school fees. To date, after 18 months, COOJAD has 2,500 shareholders and 260 active loans. The loans range from 500,000 – 3 million francs (roughly \$1,000 - \$6,000), with the average falling around 1 million francs. The borrower profile is estimated to be:

- 50% youth
- 30% women/girls
- 20% other (age 40+)

To market the cooperative, COOJAD uses TV, radio, newspaper and the National Youth Council. They market directly to youth organizations of all kinds, but intend to remain focused on Kigali where they have 4 branches. For national expansion, they plan to support the development of local, independent cooperatives that will promote local ownership, increase accountability, responsibility and transparency. In addition, independent institutions can capture money from the district budget.

COOJAD has funding from the Nat'l. Youth Council for 5 years, after which it projects sustainability. It also has a grant of \$20,000 from a US-based organization called "One Life Ministries" for loan capital.

Name of Organization: **Cooperative Housing Foundation and CHAMP**

Organizational Summary Description:

CHF is the lead agency on the \$40M, four-year CHAMP project or Community HIV-AIDS Mobilization Program. The program has 7 components: 1) Behavior Change Communication; 2) OVC; 3) Palliative care; 4) Economic opportunities; 5) Capacity building; 6) Linkages and 7) M&E. CRS and John Hopkins are subs to CHF.

Summary of Interview:

The program touches on many themes relevant to the EDC proposed youth project. The Behavior Change Communication component targets youth with weekly a radio program, peer communication training and something CHF calls “Compassionate Communities”. Radio listener groups are largely youth.

CHAMP largest component is its services to 43,000 OVC. It pays for health insurance (through the government sponsored insurance program) school supplies for primary students, tuition for secondary students, holiday camps and psycho-social support.

Its economic opportunities component provides support to 400 associations that have transformed or are in the process of transforming into cooperatives in response to a government push to do so. It provides cooperative education and more interestingly, serves as a broker between these co-ops and the market, linking producers to private development advisors (e.g., on product design,) and sources of capital.

Employment is a huge problem as the base of practical skills is very thin. Soccer is an important entry point youth. But because trust is such a big issue given the effects of the genocide and a very private culture to start with, it is important to create a safe space for youth.

Name of Organization: **DFID Rwanda**

Organization Description:

International Aid Organization that works on issues of education, governance, and health in Rwanda.

Name of Organization: **E-ICT**

Organizational Summary Description:

Electronic and Information Communication Technology (E-ICT) is a market-oriented ICT not for profit training firm (but is linked to a for profit firm). Their principal focus is on IT, networking, training and software development.

Summary of Interview:

E-ICT is trying to position themselves in both the local and regional markets for ICT skills training. They also develop software, e.g., hospital management services, an MIS for local government and prison management services, most of which are web-based. They have both permanent and temporary employees. They train between 1,000 – 1,500 people a year and the language of instruction is English. They charge a fee for most training participants but do provide scholarships for a few students who cannot pay. Their training is ICT focused but could be adapted to other programs. Their main training site is the E-ICT compound but they have plans to expand into provinces outside Kigali. One exciting area of interest is E-ICT's plan to set up District Centers of Excellence to train local youths. They envision establishing these through Public Private Partnerships with District governments. They plan to provide 30-40 PCs, an instructor, an engineer and two technicians to each Center of Excellence.

Name of Organization: **Embassy of the Kingdom of the Netherlands**

Organization Description:

Netherlands Embassy Overview:

Bilateral development Cooperation. In 2001, Dutch parliament decided to include Rwanda on the list of countries that are eligible for structural development co-operation. Three priority sectors were chosen: 'Justice, Human Rights and Good Governance,' 'Decentralization and Local Governance,' and 'Rural Economic Transformation.' These sectors correspond to priorities defined by the government of Rwanda in its national Poverty Reduction Strategy Program (PRSP). Through interventions in the field of 'Rural Economic Transformation' the Netherlands contributes towards alternative employment outside agriculture and the promotion of high value cash crops, some of which are destined for export. Specific goals of the Netherlands are: Creating an enabling environment for improvement of rural livelihoods include: Empowering communities at the grassroots level to manage natural resources, thus promoting sustainable economic development, Promoting participation of civil society and the private sector in development, Support for pilot labor intensive public works (LIPW) programmes, Pilot programs are being implemented in three provinces to promote the use of labor intensive approaches for development of economic infrastructure and natural resource management.

Main Results/Achievements

Vulnerable groups in the population – often widows, unemployed youth and the landless – are targeted through labor intensive public works programs which not only address the immediate needs, but also contribute toward building a future through increasing productivity and access to economic opportunities. The labor intensive public works programs have had a significant impact on improving the economic infrastructure and natural resource management in the 10 districts concerned. This includes improving feeder roads in isolated rural areas with economic potential, providing irrigation and drainage infrastructure in previously under-utilized marshlands, reforestation, agro forestry, terracing operations and protection of lake shores against erosion. These programs will have a long term impact on sustainable economic development, as well as having a direct poverty reduction effect. The beneficiaries of the LIPW are selected from among the poorest by their own communities and are employed for a limited period of time. Most beneficiaries use the income to join a health insurance or savings scheme, pay school fees, and invest in small livestock or land. More than 50% of the beneficiaries are women.

Sector: Rural Economic Transformation

This program is based on the Government of Rwanda poverty reduction strategy program (PRSP). This PRSP aims at developing Rwanda from a subsistence farming economy to a commercial agricultural sector, with a special emphasis on export promotion. The program includes direct support to emerging farmer's organizations, participation in the development of strategies to promote commercial agriculture and increasing access to agricultural credit.

The program of Rural Economic Transformation focuses on three axes of intervention, namely:

- Political dialogue, including participation in forums and clusters. One of the most important objectives thereof is the harmonization and alignment of our efforts with those of others, donors and government agencies, in the rural sector.
- Assistance to national policies and to strategies of ministries in the rural sector:
 - o The Ministry of Agriculture receives support in strategic planning, data collection, and in implementing its new strategic plan / preparing a Sector-Wide Approach.
 - o The Ministry of Lands receives assistance to develop a national forestry action plan and to mainstream natural resource management in the district development plans.
 - o The Ministry of Infrastructure, through Electrogaz, receives support to tackle the energy crisis (power generators, rehabilitation of distribution lines and micro hydro power).
- Removal of bottlenecks in the business climate:
 - o Value chain programs with farmer's organizations, with business development services and with the national agricultural research institute ISAR (Institut des Sciences Agronomiques du Rwanda). These institutions are working on the chain from producer to consumer for wheat, corn, dairy products, flowers, honey, passion fruit, leather, manioc, potato, banana, rice, and animal husbandry.
 - o Financial services are improved by supporting micro-financing and by the creation of an Agriculture Guarantee Facility (with the Central Bank of Rwanda).
 - o Infrastructure is being adapted to improve the business climate: [rural roads, terracing, marshland development, and forestation through LIPW projects], energy, building and running costs of cold storage facilities at Kigali international airport. PSOM and ORET funds are available, but no project has been accepted yet (for more information see page 10).
 - o Capacity building and vocational training: within the above-mentioned programs emphasis is also given to capacity building. The NPT/Nuffic program supports 9 projects in higher education.

Main results/achievements

The Ministries of Agriculture, Lands and Commerce developed, with the support of the Netherlands, new strategic plans. Generally these plans are lauded for their quality and for the participatory way they have been elaborated. Furthermore strategic partnerships on several commodities have been signed and implemented. Partners were found for example in farmer's organizations, the business development service CAPMER and the Banque Rwandaise du Développement (BRD). Credits handed out in the agricultural sector increased from 2.3% in 2004 to more than 5% in 2005. The Royal Netherlands Embassy assisted this development by placing 2.5m EUR as an investment fund at the BRD and by contributing 2.5m EUR to the Agricultural Guarantee Facility of the Central Bank, BNR. Throughout a large number of our programs, assistance is given to improve the business climate. The Netherlands Embassy has therefore opened a private sector support window in Kigali, is investing in strengthening production and trade capacity of commodities with a high export potential, and helps in further creating facilities for economic development. Regarding the general power supply, power cuts have decreased considerably in number in Rwanda ever since power generators are bought and hired. Finally a coherent strategy on the interventions of the Royal Netherlands Embassy in the domain of infrastructure and of business support organizations is underway and will be implemented from 2006 on.

Name of Organization: **FIYO Fight Illiteracy Youth Organization**

Organization Description:

FIYO was started in 2003 to promote literacy education. It has 45 literacy centers in two districts of the Eastern Province, and in addition it supports a secondary school in Bugesera district (Eastern Province).

Summary of Interview:

The FIYO office is in the same building with the Assist Rwanda office, next to the Alpha Palace Hotel in the Remera area. Moses, who identified himself as a former MINEDUC employee, said that it is difficult to get reliable figures about literacy rates in Rwanda. According to the 2002 census, 46.7% of the population cannot read and write, and 50% of these are youth. FIYO has been most active in the Eastern Province and has had some literacy courses in Kigali as well. But due to lack of funds, they have had to close 15 centers, including 2 in Kigali. Over the past five years, however, ca 5,000 people have participated in literacy classes in 60 locations. The FIYO literacy course is 8 months. The organization locates a space for classes, finds and trains a volunteer teacher and provides some small support for the classes. Literacy teachers are often former primary teachers. Several years ago there was a national teacher reform initiative and those who weren't qualified to teach primary grades became literacy teachers.

FIYO has been branching out to include some income-generating activities and also focuses on issues of the environment, HIV AIDS, and peace and justice. They work closely with the district administration. Classes have 40-70 learners, and meet for about 3 hours a day for 3 or 4 days a week. In Kigali, FIYO has involved students from Kigali Institute of Education as literacy teachers.

FIYO has been focusing on the Eastern Province as it is a new province – it used to be a national park and now people have returned to live in part of the area. The World Bank and European Union, through the Rural Sector Support Project, have provided some funds for FIYO's work here.

Name of Organization: **Forum for African Women Educationalists (FAWE),
Rwanda Chapter**

Organization Description:

The Forum for African Women Educationalists (FAWE) is a pan African Non Government Organization founded in 1992 to promote girls' and women's education in sub Saharan Africa in line with Education For All. With headquarters in Nairobi, Kenya, FAWE has a network of National Chapters in 35 countries.

Summary of Interview:

FAWE Rwanda has two primary areas of work: policy and advocacy. Odette works directly with the Minister of Education and sits on the MINEDUC management committee. FAWE has been instrumental in developing the 5-year strategy for girls' education. They provide training and materials for teachers on equity issues, and awareness materials (posters) aimed at supporting girls' education. 'Huge' numbers of drop outs are girls. By the time of national exams (at grades 6, 9, and 12) girls are few in number. To try to reverse this trend, FAWE runs a demonstration boarding school in Kigali, a Center of Excellence in science.

FAWE sponsors Girls Empowerment Clubs, which include boys. FAWE is concerned about boys' formation and attitudes, and their awareness materials and campaigns are directed as sensitizing young men as well as developing confidence of young women. Odette is glad to share their materials, including the gender awareness module for teachers and the girls' empowerment resources.

Odette supports the idea of a youth center that could provide a space to support girls, give them self-confidence. She has dreamed of a FAWE center for out of school girls that would include a 'catch-up' center (for primary school equivalency).

Name of Organization: **GTZ**

Organization Description:

GTZ and DED are German technical cooperation agencies. GTZ has two principal areas of focus: economic development and employment promotion. Michael and Detlev are involved in the employment promotion component. Michael manages the TVET program and appears to be the main leader among the donor community in the initiative in Rwanda and plays a major role in the newly formed Workforce Development Authority (WDA) under the Ministry of Education in collaboration with the Ministry of Public Service and Labor, Ministry of Finance, the Private Sector Foundation (PSF) and the GTZ-led development partners group.

Summary of Interview:

GTZ reinforced the strong need for non-TVET training centers that would incorporate training apprenticeships. However, he also noted that most of the large firms in Kigali are usually inundated with requests for internships and apprenticeships, which suggest targeted firms should be MSMEs rather than large firms. He suggested that one training center be established for many SMEs using a modular approach. The main sectors identified for youth employment were food processing, agriculture, handicrafts and artisanal development. GTZ has a three-year Industrial Attachment Program, which trains 125 secondary school graduates. They provide each student with 22,000 Rwandese francs per month that is supplemented by an additional 22,000 Rwandese francs from the companies to whom the student is attached. They expressed a very strong desire to work with EDC and suggested the development of an informal MOU. GTZ is also working on BDS, business climate surveys, PPPs, public-private sector dialogue and some policy work (they have a policy advisor at the Ministry of Education). Finally, they noted the World Bank's Red Tape Analysis will be completed by the end of November.

Name of Organization: **Ikirezi Natural Products**

Organization Description:

Ikirezi Natural Products is working to leverage high-value natural products and increase production yield to optimize utilization of land while respecting the environment and increase national production for local and Int'l markets. The company is encouraging farmers to work in associations for cultivating and planting geranium plants. These associations of roughly 50 members are also given technical training related to geraniums. Ikirezi was started as a World Relief project, but is now independent. Ikirezi is a social business with 800 farmer partners, 80% of which are widows and orphans. Ikirezi operates out of 3 sites: North, Kigali and Eastern Province. Its business model is to empower the poorest. Ikirezi received a USAID GDA of US\$500,000 from 2007 – June 2009.

Summary of Interview:

Reviving the distillation of eucalyptus oil in Rwanda for export is anticipated to be relatively simple and inexpensive, given the availability of the leaf material. Eucalyptus is a plentiful tree in Rwanda that is used for a variety of purposes from construction to firewood. Eucalyptus leaves suitable for distillation could be a highly available by-product of wood harvesting done by other industries, as these companies are only interested in the eucalyptus wood.

- Training Needed: Ikirezi recognizes that the biggest challenge of its target group is motivation, and they therefore need encouragement, confidence building, and hope – so that if alive they have to want to live not just to survive
- Product: Ikirezi produces high value product of geranium oil which is a very labor intensive crop and therefore offers high employment potential. The demand for geranium oil is high with a lot of market potential, but the highest quality standards are required. The primary markets are in the US and Europe. Geranium is believed to be a mosquito repellent, but Ikirezi needs approx \$20K to prove conclusively – which would rapidly expand the market.
- Capacity: With the GDA funds, Ikirezi bought a new processing facility and can now handle 100ha. To date Ikirezi has only sold 100 kgs of geranium oil. Ikirezi currently has 25 ha planted across 3 sites, the aim is for 250 ha. By 2012 they are targeting 2,000 people. Ikirezi is exploring diversification into lemongrass, patchouli and chamomile, and are currently doing trials with these.
- Challenge: (i) The largest challenge is access to land (enough and in the right location). A criterion for site selection depends on crop, soil type, texture of soil, closeness to water. (ii) The geranium oil has to be organically verified and therefore Ikirezi cannot use out grower schemes as need to control who grows what.

Name of Organization: **KIST (Kigali Institute for Science and Technology)**

Organization Summary Description:

- History: KIST started in 1997 with UNDP, Netherlands and GTZ funds. There are 5 Colleges of Technology affiliated with KIST (1 in Kigali, none in Butare). KIST has the following departments: Engineering (which includes ICT and computers), Appropriate Technology, Construction, Electronics, and Carpentry. Welding, Science (including Food Sciences), Maths, Stats. KIST has Center for Innovation and Technology Transfer (CITT) - had a biogas program, but no longer active. CITT does (i) private sector needs and partnerships, (ii) TBIF Business Incubator Facilitation, and (iii) Research. CITT takes technologies to rural areas. KIST has a program (requirement?) where students do 8 weeks of 'industrial attachments' at a private sector business or at CITT. KIST offers 4 year courses (although could potentially design mini ICT courses, etc.)
- Youth profile: By the time youth graduate are 23 and older. Most are 25 and older. 900 students enrolled in 2007 (600 government sponsored, and 300 privately sponsored)
- Advice: KIST advised that Rwanda Youth Project may want to focus on the graduates that finish high school and have 10 – 12 months waiting while they wait for their high school results and wait to see if they will get into college. Short courses could be provided on ICT, etc during that waiting year. So many will not make it into university and could be target for training too. These youth need technical skills such as carpentry, welding, construction and plumbing – students ultimately graduating from university have an even harder time than these other students with technical skills in finding a job
- Referred to: (1) Director of CITT – Mr. Mtagwirumugara Etienne 0835 3874.

Name of Organization: **La Benevolencija**

Organizational Summary Description:

La Benevolencija is a Dutch NGO initiated in Sarajevo in the early 1990s by an American academic studying genocide, Ervin Staub and a filmmaker, George Weiss. Its purpose is to promote reconciliation in places that have suffered genocide. Currently, it operates in the Congo, Burundi, and Rwanda, with plans to expand to Bosnia and Zimbabwe.

Summary of Interview:

In Rwanda, La Benevolencija's program has 3 components: 1) a radio drama called "Musekeweya"; 2) debates on the radio targeting a more elite audience that does not typically listen to the soap opera; and 3) grassroots activities that also promote public dialogue.

- 1) "Musekeweya" or "New Dawn" is one of the most popular radio programs in Rwanda, capturing over 90% of those who own radios. The approach taken in the script is based on the theories of Ervin Staub, a University of Massachusetts professor who has studied the roots of genocide and the steps that lead up to it. In fact, Prof. Staub and his team of graduate students at the University of Massachusetts continue to play a very active role in the series. The authors, employees of Benevolencija, write the scripts in Kinyarwanda; they are then translated into English and sent to the University of Massachusetts for review/editing. The script is then revised based on their comments. The intention is to ensure that the story line and the language reinforce Staub's steps towards reconciliation. However, there may be some tension emerging over the value of giving grad students far removed from Rwanda editorial say over the scripts. Final sign-off on the scripts comes from La Benevolencija director in Burundi. However, Johan made it very clear that it is very important to have a Rwandan on staff reading the scripts for red flags that might cause the GOR to shut down the program.
- 2) The radio debates target elites and capture 25% of radio owners.
- 3) La B. supports the formation of associations that integrate non-violent theory with concrete development in the form of goat distribution program following the 'get-one-give-one' model. This promotes cooperation between community members who may have been on opposite sides during the genocide.

La Benevolencija in Rwanda is funded by the Dutch Embassy (50%) and the Belgian government (25%); Johan is still looking for the remaining 25%. The radio soap opera costs 1.6M Euros over 2.5 years (including the translation/editing with UMASS).

Name of Organization: **Maison de Jeunes, Kimisangara**

Organizational Summary Description:

Built by the Germans 18 years ago, Kimisangara is a large complex that includes a soccer pitch, a large hall that is doubles and a concert venue and gymnasium, a library, training rooms, a computer center, recording studio and dormitory. Now, the center is governed by a Forum comprised of 18 diverse youth associations (motorcycle drivers, musicians, handicrafts, etc.); two permanent seats on the Board are held by the Ministry of Youth (Nat'l Youth Council) and the City of Kigali.

Summary of Interview:

The center is visually very striking. Hundreds of kids are around, playing soccer, talking, doing karate in the gym, watching the afro-pop music ensemble rehearsing. All this activity takes place against a backdrop of small crowded housing rising up the steep hillside just behind the soccer field. The director estimates that 300-500 youth visit the center each day; during school holidays, the place is packed with 10 times that number.

Some training occurs at the center, but apparently not on a permanent basis. The CDC and UNFPA have brought health education in the past. There have also been some training courses on writing business plans, but they were largely theoretical. The International Telecommunications Union sponsored ICT training and trained center trainers in Nairobi. Now those trainers teach classes at Kimisangara, yet many are seduced away by private sector companies.

In recent years (2 or 3 years ago?), the stakeholders (Ministry of Youth and city government) decided to place the center "in the hands of civil society," meaning that it would need to become self-sufficient. Today, the Ministry of Youth pays the Director's salary and GTZ pays the Assistant Program Director; the other 8 staff are paid from center income earned largely from facilities rental.

Name of Organization: **Ministry of Social Affairs and Labor, Office of Youth Employment**

Organization Description:

One person office inside the Ministry responsible for implementation of the Five Year Action Plan for Youth Employment

Summary of Interview:

Emmanuel gave us an overview of the current situation and the priorities for youth employment. 67% of the population is under 35. There is no labor market information system. The Ministry of Labor/Office of Youth Employment is a member of the international Youth Employment Network (YEN), with four areas of focus:

- 1) Employment creation, through outside investments and high intensity labor methods. Estimates that 140,000 new jobs are needed, per year. Donor partner:?
- 2) Employability, through skills enhancement; work experience and internships. Workforce Development Authority is charged with developing employability skills. Internships are only for university graduates and Dept of Labor can pay only a small stipend for transportation. 500 out of 3,000 applicants per year receive assistance. Donor partner: GTZ and others.
Emmanuel recommended that this be our area of focus.
- 3) Entrepreneurship, through access to credit; business development training. Donor partner: ILO.
- 4) Equity

In addition to partners named above, UN volunteers are working with graduates of TVET schools to help place them in employment.

Name of Organization: **National University of Rwanda Entrepreneurship Club**

Organizational Description:

The Entrepreneurship Club is composed of students from all academic disciplines who are interested in business and development of small enterprises.

Summary of Interview:

We met Bertrand at his new copy shop/paper supplies store across the street from the University. He employs six people who have graduated from secondary school but who haven't been able to go to college. Employing under-employed youth is a priority of Bertrand's – and something the Club supports. Bertrand wasn't able to get a loan to start his business; he had to borrow from family and friends. Lack of access to capital is one of the big problems facing young people who want to start a business. After a tour of his small shop, we were joined by Jackson at a nearby café.

The Entrepreneurship Club is supported by the University through space and faculty advisors. Students receive training and then go to villages to help youth form cooperatives. The NUR club has helped start clubs in other Universities, and the Private Sector Federation sponsored some to go to India for training.

Both young men think there should be programs that encourage businesses to hire those without a secondary education, at least for a trial period of time. One of the biggest issues blocking cooperatives and others is the lack of access to capital. They said that the World Bank has a very limited loan program for youth – about 20 per year (for University graduates, I think). There are also some loans for ICT graduates.

They would like to see our program provide direct support to would-be entrepreneurs. When asked who we should partner with, Jackson said: district administration; National University of Rwanda; and the Catholic Church.

Name of Organization: **National Youth Council**

Summary of Interview:

The National Youth Council is established by the Government to coordinate youth participation in program and policymaking for Rwandan citizens aged 15-35. Part of the Ministry of Youth (until 2007 the Ministry of Youth, Sports, and Culture), the National Youth Council has established an extensive network of youth councils at all levels of governmental jurisdiction, from cell, sector, and district levels. Each *cell* – there are 2000 nationally – is to have an eight-member youth council. Similarly, each of 468 *sectors* has an eight-member council, and in turn each of thirty *regions* has eight members on its regional youth council.

The Council declares its mission to be to “provide young people with employment,” and its composition at each level reflects that ambition. Each Council has a coordinator, a vice-coordinator, a secretary, and members each with a particular responsibility: production and finance, sports and culture, gender issues, employment, environment and health, and vocational training. According to the Director, “wherever you look, there will be a youth council structure that can be used to reach out to youth.”

The Youth Council, along with the Youth Division of the Ministry of Social Affairs and Labor, was the venue and sponsor for development of a Five Year Action Plan for Youth Employment, developed with the assistance of the International Labor Organization. While this plan appears stalled in implementation on a national basis, the Youth Council has initiated several projects in various sectors and has several more in development. These include development of an entrepreneurial approach to new business start-up (they gave the examples of mushroom production, and a car wash business) and an approach to microfinance that includes a revolving loan fund.

Name of Organization: **Mayor's Office, Butare**

Summary of Interview:

Butare has many youth who come into town from the rural areas. They walk into the city for the day and return home at night. Some of these have finished primary school, but are not employed. A second group has finished secondary school but not able to go to university. They have a lot of knowledge but no place to use it. Recently when the city advertised for a secretary there were about 400 applicants for this one position,

Centre de Formation des Jeunes takes kids after primary school. There are six CFJs in Butare, but no technical schools. Most CFJs teach masonry and woodworking. Some are adding hair dressing and sewing. There are also Scout Centers in Butare. There is a need for mechanics to repair bicycles

Butare's private sector includes commerce, construction, hotels and food processing – including fruit, beans, manioc, rice, coffee – and some leather processing.

Name of Organization: **Ministry of Education, Non-formal Education Unit**

Organization Description:

The Non-formal Education Unit is responsible for coordinating the provision of basic literacy throughout the country.

Summary of Interview:

Responsibility for conducting courses rests at the district level. Each district has a person in charge of literacy and non-formal education. Literacy classes are coordinated at the district level and provided by government units and primarily by national and international NGOs, religious organizations, and some government agencies. Decisions are decentralized. It was suggested that we work directly with district officials because they are the ones who work most closely with youth on a daily basis.

The curriculum is developed by the NFU in cooperation with the major providers. It is due to be revised within the year. Certificates are given at the completion of the course and are equivalent to roughly a third-grade level, though it was noted that their curriculum is not based on a primary school model, but on an adult model.

Name of Organization: **Ministry of Local Government (MINALOC), Labor Intensive Local Development (PDL-HIMO)**

Organization Description:

The PDL-HIMO (Programme de Developpement Locale- Haute Intensite de Main Ouevre) is located in the Community Development Unit of the Ministry of Local Government.

By using the labour intensive approach, the Government envisages an opportunity to create jobs with a view to reducing high unemployment and underemployment in rural and urban areas; the opportunity to provide the necessary infrastructure required for rural development; to protect and conserve the environment; to achieve harmoniously the demobilisation and reintegration of soldiers; and to increase revenue and purchasing power within rural areas. This also appears to be a good way to increase the demand for non-agricultural goods and services – a demand which in itself can induce the emergence of non-agricultural activities and the creation of non-primary activities in the rural areas. The HIMO initiatives are expected to contribute both to the improvement of incomes of the poor, women and youth inclusive, and to stimulate the spirit for saving and the capacity to invest in the rural areas. (From HIMO strategy doc, 2008)

Summary of Interview:

Youth are among the most eligible for labor intensive work, but schemes that could be carried out by youth only may be very limited. The guidelines are that one person per household can be involved in a specific project, because there are so many job seekers. The District administrator sets the selection criteria, with emphasis on youth, women, and a representative from each household.

He was intrigued by the idea of having a youth-run work project, thinking that youth might be better positioned and skilled for some projects. He liked the idea of complementing HIMO with education and training. “Youth employment shouldn’t be confined to HIMO, but HIMO provides a good entry point.”

Projects are usually about three months in duration. There is no minimum wage rate in the country; decision about wages are local, based on the local going rate (usually about 1000 RWF per day). There are HIMO projects within the City of Kigali. Projects are based on the district development plan and are performance contract based. Any innovation or change to the district plan would need to be approved by the district committee.

Name of Organization: **MTN Village Phone Network**
Grameen Foundation

Organization Description:

History: In 2003 Uganda MTN Village Phone was launched, which 50% was owned by Grameen Foundation and 50% by MTN. MFIs were used as a distribution channel and to provide support. Grameen Foundation was able to exit the joint venture in 2007 when sustainability was reached. In 2005, MTN (or Grameen Foundation?) entered Rwanda, and in 2006, a joint venture company was formed between MTN and Grameen Foundation, called MTN Village Phone, of which Albert I the GM.

Geography: MTN's Village Phone Network has not had a focus on Kigali but is starting to focus in this area. They have traditionally focused on rural enterprise opportunities, but recognize the growing need for public ICT access and are starting to include a focus on urban areas too.

Partners: MTN Village Phone generally partner with (i) MFIs who provide access to capital, (ii) MTN dealers and distributors, and (iii) resellers. In urban areas, MTN partners with another organization to provide ICT services through mobile phones, Tutugani (?).

Products:

- MTN Village Phone offers public access solutions with two revenue streams: selling mobile phone airtime through SMS (text message), and selling direct calls. Funds are all transferred through SMS.
- In the future they will also be able to generate income through data transfer and offering mobile banking services.
- On top of voice functionality, mobile phones are also able to bring content to people (e.g., ag extension commodity pricing that currently happens in Uganda.) In Rwanda, Voxiva currently disseminates healthcare information through SMS. As part of MTN's standard service package, MTN provides entertainment updates, sports news, horoscopes, news reports, etc. to its customers.

Business Model: MFI partners and MTN Franchise shops/dealers identify possible entrepreneurs. MTN provides training to MFIs, Support services to entrepreneurs (including technical support provided through Tutugani resellers as per the MOU currently being negotiated), and communication and promotional support.

Skills required: To be able to run MTN Village Phone kiosks, people require (i) an entrepreneurial spirit, which includes the ability to be able to connect with clients, good customer service relationships, etc. – which MTN provides training on but which need to inherently be present already), and (ii) technical skills (as they need to be able to learn how to do simple repairs themselves after which they would go to the technical support people for higher level repairs).

Mobile phone use: MTN estimates a 10% penetration of mobile phones in Rwanda in mid 2008, with this number continually increasing. Over and above this, there are 9,000 public access phones through the Village Phone network, 70% of which are in rural areas. The public access phones generate much employment opportunity.

Mobile phone applications: An increasing number of mobile phone applications are being developed for health, agriculture, etc, where MTN is playing an intermediary role.

Past private / public partnerships: MTN has partnered with ADP, GSMA, and Millennium Village to deploy phones and provide internet access at kiosks.

Future corporate plans: The CEO is planning to set up a MTN Foundation in 2009. MTN Uganda launched mobile banking in Sept 08, and MTN should start mobile banking in Rwanda sometime in 2009.

Referred to: SMS Media (providing text info via phone); Nathan Eagle (from MIT) and KIST – using application TextEagle where train youth on how to adapt and design mobile phone applications

Name of Organization: **Never Again Rwanda**

Organization Description:

Never Again Rwanda started in 2002, part of the international network of Never Again, an organization devoted to peace building. Never Again was founded in 2001 at the symposium of The Institute for International Mediation and Conflict Resolution in The Hague. Never Again International seeks to confront the challenges of peace building through the creation of a collaborative partnership of youth from around the globe. The organization, comprised of members in Rwanda, the United Kingdom, the United States, Canada and China, aims to promote a constructive exchange of ideas to prevent violent conflict and remedy its effects.

Never Again Rwanda was officially registered with the Ministry of Youth, Sports and Culture in January 2005. The organization is run locally by a number of volunteer staff who generously donate their time to advance their goals for a peaceful society and world. 19 Never Again Clubs in secondary schools around the nation form the base of the organization. They work locally to sensitize and engage the population through a number of creative means of education, such as theatre, music, dance and sports.

Summary of Interview:

NAR's early focus was on conflict prevention, the development of critical thinking, and peace building. In 2004, NAR marked the 20th anniversary of the genocide with nation-wide activities and a forum in the UK. In the past several years, they have been working in four primary areas: 1) using debate as a means to develop critical thinking, in conjunction with the NAR clubs for in and out of school youth; 2) theater, as a form of social-psycho therapy, where young people take on the points of view and emotions of others (this is developed into a small income generating theater troupe); 3) FPA (Focus, Pressure, Action), a way of analyzing issues that leads to action, through NAR clubs; and 4) radio drama, a 'very powerful' way of reaching large numbers of the population with messages of peace, reconciliation and trust, accompanied by radio listening groups. There are NAR clubs in 23 high schools and 10 for out-of-school youth; the groups are self-formed.

In addition, NAR has had a youth participation project in the western province: "You can have freedom of expression but if you are still poor, you are open to exploitation and manipulation – so let's give some small grants to give youth experience in planning and implementing projects." Grants averaged \$400 each.

Name of Organization: **On the Frontier (OTF)**

Organization Description:

- **Background:** OTF works with PSF, RIEP (Rwanda Investment and Export Promotion Company), and CAPMER
- **Sectors:** OTF focused on coffee, tea and tourism in 2003. From 2004 – 2006, they focused on mining, horticulture, ICT and leather. In 2007 they realized that they were spreading too thin, and focused back on coffee, tea and tourism
- **Activities:**
 - o (A) OTF runs the Academy for Leadership and Competitiveness in Prosperity (ALCP) for 30 junior management staff and young graduates under 30 years old in the private, public and Government sectors where applicants provide CVs, cover letter and reference;
 - o (B) OTF recently started the PPP Rwanda Competitiveness Forum for key ministers and business leaders;
 - o (C) OTF supported PSF to write the plan for their BDS Network – which they do not feel PSF has followed very closely (OTF feels that PSF is very overstretched right now and would not make effective partners as now have 13 BDS Centers which do many other activities to support PSF and are not offering BDS that is structured or focused; OSF felt that project could potentially work through some of the PSF Chambers for targeted sectors as each Chamber has a Chamber lead that is employed by PSF and sits in the PSF HQ. In the future Chambers could provide tailored training fir sectors – although they do not have the capacity for this now);
 - o (D) In 2006, OTF helped to start CAPMER, and helped write their business plan moving them from direct provision to TOT models (PSF was supposed to start the BDS Centers and CAPMER was supposed to find trainers);
 - o (E) OTF just ran Business Climate Survey for PSF which they shared in draft format.
 - o (F) OTF is working for the Rwanda Investment and Promotion Agency (RIEPA) to identify key long-term sectors for Rwanda and value-added higher wage jobs. (Managed by Jaime)
- **Skills needed:** *The Business Climate Survey that OTF ran for PSF in 2008 shows that the key skills needed by employers are attitude, literacy and numeracy, especially as the school system in Rwanda is based on rote learning, and teachers are often recent graduates writing their own school notes from when they graduated on the board. Businesses are therefore finding that youth are really good at learning but not at critical thinking.*
- **Linking labor market supply and demand:** *The Business Climate Survey that OTF ran for PSF in 2008 however shows that even though so much training is being offered in Rwanda, businesses are still saying that the right training is not available. OTF believes that this could be provided through the respective Chambers.)* Analogy highlighting need for appropriate technical skills: One of the stories that emerged from a focus group discussion was about one company

recognizing that there is only one person in Rwanda who can repair a machine used in their factory to manufacture paper towels, sanitary pads, etc. This person is in jail and has been there for 3 years already. Each time the machine breaks, they pay bail for a day to have the person leave jail to repair the machine. *There is much evidence from companies in Rwanda that they still have a lot of need for people with technical skills, but the biggest problem is that the people they are trying to train are not always very capable of learning.*

- Key industries: *OTF has identified key short term growth industries as Construction, Financial Services, and IT, as these all have an average growth rate of over 10% per year.*
 - *OTF reports that the Construction Industry really struggles to find people with the right skills, and hence import people with these skills, particularly from Uganda (especially mechanical engineers – the majority being drawn from Uganda).*
 - *OTF reports that for the Tourism sector it could be strategic to focus on the high end tourism market. There is currently a \$250 million investment from Dubai World to set up 5 hotels in Rwanda (2 have already been set up and 3 will be set up in the future). These will all need skilled staff. The industry is currently looking for an entity to play the role of a tourism training institute. OTF has a tourism training team(?).*
 - *OTF reports that the Coffee sector continues to grow in Rwanda. The biggest need within the coffee sector is for management training. The number of coffee washing stations in Rwanda has grown from 2 to 120 in the past few years with a plan to expand these to the 240 in the next 5 years. There is a big current and future need for more management capacity in washing stations. OTF is therefore trying to establish a management turnaround program, as only 50% of washing stations are currently doing well. OTF believes that 25 year olds would be more than capable to run washing stations, which are mostly rural-based. There is a big demand for agronomists in the coffee sector with more and more of these being employed.*
 - *OTF reports that the Tea sector also continues to grow. The tea sector offers less employment opportunity as 50% of the sector is public and 50% private. Staff are already very skilled, and tea factories are located in very, very rural areas. There is however a big demand for agronomists in the tea sector with more and more of these being employed.*
 - *OTF reports that the ICT sector already has strong links to international. High-level staff that are brought in from abroad when they need highly technical staff. OTF believes that there is not very good ICT training capacity currently available in Rwanda. A recent investment in October 2008 (of which very little was known at the time of the field trip to Rwanda) is for \$100 million from a Belgian investor to set up a call center to service the French and Belgium markets. This would potentially be a big employer who would pay well above the Rwanda average. They have already started recruiting staff, but it is not yet known if the call center will be a data-only center requiring very manual tasks, or actually talking to a caller, or providing far more technical skills (such as medical skills, etc.) (There are already two call centers in Rwanda – but both of these service the local market: MTN call center and Teledis).*

- *OTF reports that the Financial sector already has strong links to international. High-level staff that they bring in from abroad when they need highly technical staff. There is also already good training for this in Rwanda*
- *OTF mentions that the Processed fruit, Silk textiles, and Dairy industries are all closely linked to the sciences, and therefore require science-related training such as food science, veterinary services, agronomists and lab technicians/*
- *OTF does not see Essential oils as a key industry*

Name of Organization: **Open Learning Exchange**

Organization Description:

Open Learning Exchange (OLE) is a Cambridge, MA group committed to universal access to basic education by 2015.

- OLE is developing a worldwide network of 100+ local grassroots organizations [OLE Centers] committed to providing universal basic education in their nation by 2015.
- OLE assists its Centers in organizing curricula, outreach, and financing, as well as connecting independent educational communities within their country and with international communities.
- OLE promotes public-private partnerships to raise awareness and secure adequate funding for our mission.

Summary of Interview:

OLE Rwanda is new, just getting started. Has the support of the Ministry of Education and is located within the Ministry. Programs will support basic education and youth empowerment. For the later, Jacques would like to create a youth center with ICT for education and to help solve community problems. He envisions a center in Kigali, a large space with 30 computers with online access to employment information. This activity is in the very early stages of development. He has submitted a proposal to the Japanese Embassy in Nairobi. Possible locations for youth center: Nyamirambo.

Name of Organization: **PPP-MER (Project pour la Promotion des Petites et Micro-Entreprises Rurales)**

Organization Description:

PPP-MER promotes off-farm enterprises throughout rural Rwanda. It is a relatively mature program, having started in 1998. It is run by the government and funded by IFAD; the first phase covered 1998 – 2004; the second phase is 2004 – 2011. It works in four provinces and a total of 42 sectors (out of a total of 118). Its three main program components are: capacity building, technical support and credit.

Summary of Interview:

Gilbert provided a detailed summary of each enterprise program component, plus a discussion about the project's work with literacy. The most interesting activity for EDC purposes is its large apprenticeship program.

1. Capacity Building

- Outreach
- Needs identification
- Site visits
- Radio programs
- 'Journée Porte Ouverte' (Open Door Day); this outreach activity targets youth. The project hosts a sort of fair with sports, exhibits and testimonies from apprentices who have completed the program.

2. Business Training

- Business planning
- Credit management
- Exchange visits
- Technical skills training
- Retail outlets at sector level
- Apprenticeship

3. Credit; Access to finance

PPP-MER clients can access credit through the Banque Populaire or one of three MFIs; the project has negotiated a line of credit at each. They can borrow at subsidized rates of 11% (vs. commercial rates of 18%) for terms of 1-2 years. Higher risk borrowers can access finance through a leasing arrangement for tools and equipment which are owned by the bank until paid off. Apprentices who complete their program are encouraged to form solidarity groups that can qualify for the leasing program as well.

Apprenticeship through PPP-MER:

PPP-MER has sponsored 600 apprentices nationwide; there are 200 in South Province. Candidates for apprenticeship are selected on the basis of vulnerability by the local authorities (sector leaders). Many

are OVC or child-headed households (CHH). They must be primary school graduates and pass a literacy test. They can choose the trade they want to learn, and PPP-MER then selects a ‘master’ trainer in that trade, preferably a PPP-MER entrepreneur whose business lies within walking distance of the apprentice’s home.

The contract with the entrepreneur/trainer is for a six-month duration. The project pays the trainer 10,000 francs per month, per apprentice. The apprentices receive only a small allowance for transport (3,000/month).

After the apprenticeship is over, youth usually follow one of two pathways: they extend their stay with the trainer; they form a cooperative with other apprentices and receive a starter kit from PPP-MER; they organize themselves into solidarity groups to access credit or leased equipment.

There are more female apprentices than male as girls tend to be more vulnerable. They are single mothers or CHH. The gender breakdown for the 2008 apprentices is as follows:

Region	Girls	Boys	Total
East	181	126	307
South	114	86	200
North	69	31	100
West	103	97	100

PPP-MER and Literacy

Although the project’s primary focus is micro enterprise development, it realized that high illiteracy among clients posed a problem, and in response, the project sponsored literacy centers. At one time, there were as many as 180 such centers. Now there are only 71, and literacy will be phased out by 2009.

These centers were open to all, but some portion of participants had to be PPP-MER clients. Volunteer trainers, trained by the Min. of Education, delivered functional literacy classes (based on the UNESCO curriculum) twice a week for 2 hours, for a total of 4 hours per week. The volunteer trainer is ‘facilitated’ with a bicycle, a backpack and a stipend of 2,000 francs per year (!!!). At the end of the year-long course, participants take an exam; the top five finishers in each center receive a prize of 50,000 francs.

The project also purchased reading materials for each center including a weekly magazine and very popular comic books (Editions Bakame).

Name of Organization: **Private Sector Federation**

Organization Description:

PSF is the leading private sector organization in Rwanda, organized as what in the US would be referred to as a “quasi-public” organization – a non-profit or NGO by tax status, organized by government initiative and able to receive governmental appropriation, but operating with considerable independence with a business-led board of directors (Bayigamba, PSF’s chair, is a furniture manufacturer), and staffed by a small professional staff. PSF is, in essence, a “holding company” for sector-oriented Chambers of Commerce. There are nine such Chambers, with somewhat variable memberships and profiles of activity, but basically robust, with a total membership of 72,000 dues-paying members. The Chambers are Tourism, Agriculture, Liberal Professional, Woman Enterprises, Youth Enterprises, Arts and Artisans, Industry, Commerce and Sales, and Financial Services. An active group, they describe their work as having two “pillars:” *Advocacy* (dialogue with government, donors, unions, and NGOs on behalf of the private sector) and *business development* (a network of business development centers – they now have nine, and anticipate opening up to 30).

Summary of Interview:

Two meetings and several telephone conversations confirmed PSF’s activities, and brought us to focus on PSF’s potential as a significant partner: their business service centers (together with CAPMER’s center in Kigali) show potential for supporting entrepreneurial activities, their connections with business enterprises nationwide offer the promise of business participation in advisories, and provision of work and training opportunities (they are playing such a role already with the TVET initiative of the Ministry of Education), and their Youth Chamber is an assembly point for young people engaging in enterprise development.

Name of Organization: **PSI**

Organization Description:

In Rwanda, PSI's primary programs focus on HIV/AIDS, malaria, reproductive health, and child survival. HIV/AIDS programs are nation-wide, with a focus on Butare, Ruhengeri, Kibungo and Kabuga for youth-friendly service delivery; Malaria and Reproductive Health: nationwide; Child Survival: nationwide. The target populations are youth 15-24, uniformed personnel (Military, Local Defense, National Police), incarcerated persons, commercial sex workers; married couples; pregnant women and parents of children under five, children under 5; women of reproductive ages 15 to 49.

Summary of Interview:

PSI has just completed a youth employment program at its two Dushishoze Centers, in partnership with IYF and the Alliance for African Youth Employability Initiative. Each program enrolled 75 high school graduates in a six month program of vocational training (and two weeks of life skills). (Meaning "Think about it," Dushishoze centers are designed to make young people feel at ease and express themselves freely about their sexual health. Centers provide reproductive health services, voluntary counseling and testing (VCT), family planning (FP) services and treatment of sexually transmitted infections (STI) to sexually active youth ages 15-24.)

The Butare center is housed in a fairly large free-standing building with a central paved courtyard. Around the sides of this open space are a large meeting room (where 100+ youth were watching a movie); a reception area and library; recreation area with ping pong table, etc; and screening and treatment rooms. As Emmanuel explained to us, the IYF employability program provided several weeks life skills, health-related programming for 75 young people who were then placed in vocational training courses. 60% were women, 40% young men. Some of the participants found employment; most formed a cooperative but were not able to get credit to start a business. Emmanuel thought the program was fairly successful and had ideas about improving it if it were to happen again – including providing training in hotel and restaurant skills; and sewing school uniforms.

In Kigali, Alison explained PSI's 'healthy schools' initiative, funded by the Centers for Disease Control. Part of this program will involve out of school youth who are members of 60 youth cooperatives. To be selected by the National Youth Council, these cooperatives will be involved in programs of an expanded network of Dushishoze Centers – three in Kigali and four elsewhere. Maison des Jeunes in Kimisagara may be one of these centers.

PSI also supports a youth radio program that promotes positive health messages. Another program focuses on behavior change and social marketing of integrated health messages. Eight local partners are involved in a range of activities, including the Uruhana radio drama; RAPP, a street theater group that is targeting moto drivers and hotel workers in Kigali.

Name of Organization: **Red Cross of Rwanda**

Organizational Summary Description:

The Red Cross of Rwanda has a sprawling campus with multiple buildings. We did not get a full view of all of its programming in the country, but did learn that its youth programming consists of two parts: an extensive network of youth committees across the country and direct assistance to vulnerable youth. This includes shelter, subsidies for school supplies and tuition.

Summary of Interview:

In Kigali, the German Red Cross operates a residential center serving 250 youth who receive vocation training there. However, the Red Cross Rwanda is moving away from the youth center approach for two reasons: it is not sustainable (no way to maintain it when the donor pulls out) and it discourages youth from returning to their communities. The latter often cannot find work even after they complete their vocational course of study. If we decide to adopt a center-based strategy, the Red Cross strongly encouraged us to support existing centers; they all need money for tools, materials, teachers, etc.

Name of Organization:

Search for Common Ground Rwanda

Organizational Description:

Search for Common Ground is an international nongovernmental organization founded in 1982. It works to 'transform the way the world deals with conflict - away from adversarial approaches and towards collaborative problem solving. SFCG works with local partners in 17 countries on four continents, to find culturally appropriate means to strengthen societies' capacity to deal with conflicts constructively, that is, to understand the differences and act on the commonalities.

Search for Common Ground Rwanda: SFCG began working in Rwanda in 2006 as part of its broader Great Lakes strategy to propose regional solutions to both national and regional conflicts in the Great Lakes & Angola, and to promote greater cooperation and understanding across borders. In 2008, SFCG opened a field office in Kigali to work more closely with projects on the ground.

SFCG's activities in Rwanda focus on promoting inter youth dialogue regionally and within Rwanda, on several national projects ranging from a youth radio talk show to participatory theatre dealing with land tenure conflicts. Overall, SFCG's work in Rwanda has two main objectives: to promote constructive and collaborative dialogue within Rwanda and the wider Great Lakes region, and to reinforce regional media capacity to address conflict issues with accuracy, impartiality and responsibility.

Summary of Interview:

We were particularly interested in SFCG Rwanda's involvement in radio programming, and in their overall mission of promoting dialogue and peace-building among youth.

Name of Organization: **Serena Hotel**

Organization Description:

The Serena is Kigali's top-rated hotel.

Summary of Interview:

The Serena's two criteria for initial acceptance of new employees are 1) a secondary school diploma and 2) passing the 'visual' – meaning the person has a good appearance and good interpersonal communication skills. Communications skills are the most important, and the area in which young people are most lacking. Language skills are important (English or French), but also the ability to show respect, give good service, offer assistance, speak clearly and with understanding, etc.

After a new person is accepted, they provide orientation and on the job training, from 3 weeks to 3 months. New hires are first casual employees; that is, they work special occasions like banquets. Only later, when there is an opening, are they promoted to permanent employee status.

There are no good training schools in Rwanda for the hospitality industry. The Serena often brings in external trainers for customer service training, and often sends senior staff to hotels in other countries for exposure training.

There are positions in the 'back house' areas that don't require the high standard communications skills – but still require a high school diploma. The Serena outsources some maintenance work, such as cleaning windows and floors, and maintaining the garden.

Name of Organization: **SMS Media**

Overview:

SMS Media: SMS Media is a mobile application and content provider, operating in Rwanda, Congo, DRC, Burundi, South Sudan and Kenya, providing value-added service to the network providers MTN and Rwanda cell. SMS Media was started in 2003 by three young people, and now has 5 partners. SMS Media employs 16 people, the oldest being 28 years old. It recognizes that computer penetration in Rwanda is so low while mobile phone penetration is so high and mobile phones can therefore be used effectively to access information – also at much lower cost. The following details illustrate the depth and breadth of SMS Media’s work:

Mobile Phone Banking: SMS Media has partnered with EU Bank to provide SMS Banking in Rwanda (they have also partnered in Malawi and Kenya, and will be doing so soon in the Congo)

Business model / Financial flows: For content seekers, SMS Media pays for a % of the billing or reverse billing is put in place where another entity can pay for each access of the information on behalf of the content seeker (e.g. a development project subsidizes the content users’ costs). *See below for additional examples of financial flows.*

Partnerships: In addition to the partnership with the EU Bank, SMS Media is working with Nathan Eagle, MIT, in business incubation. A success story involves a student who studied at KIST and is now designing small applications for mobile phones – so instead of SMS Media buying in applications, the young guy presented his application (which delivers bible verses for a fee) to MTN as SMS Media and MTN now provides this to its customers for a fee (or perhaps as a standard part of the package they provide). The youth is now earning over \$2000 per month as he earns a percentage of the SMS fee every time someone accesses the content from his application. *Each text in Rwanda costs approximately RFW 65 for pull messages (where the user dials a certain code to pull information to their phones).* Of this RFW 27.5 goes to the mobile network provider (MTN), RFW 27.5 goes to SMS Media and the rest to the Government as a tax payment. Of the amount that goes to SMS Media, approximately 30-40% goes to the youth who developed the application – each time someone accesses information from the application!

Additionally, SMS Media has partnered with Nathan Eagle and a Kenyan entrepreneur to generate income for rural areas. They are working with Nokia and Google on projects where people can provide translation services for phrases for a fee and can respond to survey questions for a fee (such as condom use or mosquito net use) where reverse billing is used and where respondents receive other items too.

In Dec 2007, the National Commission on AIDS hosted World Aids Day, and sent messages to 25,000 mobile phone numbers in Rwanda. Financial flows: *Each text in Rwanda costs approximately RFW 42 for push messages (where messages are pushed into users’ phones).* Of this RFW 18 goes to the mobile network provider (MTN), RFW 18 goes to SMS Media and the rest to the Government as a tax payment.

SMS Media will start a program where they are fundraising to benefit OVCs. They are planning on negotiating with MTN to set up a new, short term SMS number. The campaign was estimated

to from Nov 1 – Dec 31, and SMS Media will give 5% of the income generated to Roteract to benefit OVCs.

Regulation: A regulatory body has recently been established in Rwanda that governs the flow of information to mobile phones. Mobile phone users now have to sign up to a subscription service so that they give permission for messages to be sent to them. (a) For bulk or push SMSs, users have to dial 90123 and then they are registered into the system. SMS Media sends news and helpful informational SMSs, and coordinates these with advertisement messages. (b) To incentivize users to register for a subscription service, thereby providing permission to receive SMSs, SMS Media also offers the capability for people to send free personal text messages from their website. In order to access this service, people have sign up for an account, hereby subscribing to SMS Media and providing permission.

Tracking Users and Profiles: By signing up to subscription services in the ways discussed above, SMS media is also able to collect data on age, location, what they do, etc. They are able to track who reads the SMS, and are able to generate a report after bulk messages are sent on the recipient profiles. They are also able to select who in their database they are able to send messages to, and can target specific profiles in this way.

Usage: There are currently 900,000 mobile phone handsets in Rwanda, of which 750,00 are currently active. The average use per handset is 1:4, and so the cell phone reach in Rwanda is to approximately 3 million users. SMS Media currently gets approximately 12,000 hits per day in Rwanda across all of its applications

Future potential: By the end of 2008, SMS Media will have portable POS (Point of Sale) devices which people can sell electricity, lottery tickets (lotto), and air time through. (Joel is the consultant at SMS Media who is managing the business development for the POS project.)

Campaign /application design: It would take approximately 2 weeks – 1 month turnaround to design a campaign based on an application, such as a youth employment / labor market exchange campaign. SMS Media could also support the design of billboard and advertising materials as well as provide access to their digital billboards in Kigali to promote this. Billboard artwork can be designed in an hour. If needed, SMS Media can provide information on the profile of its user base – by age, geographic region signed up in, current situation (student, working, etc). These can also be targeted specifically for information dissemination, etc.

Current opportunities for youth with SMS Media:

- Application developers: Youth are currently developing many kinds of applications, including ring tone downloads, etc.
- Content collectors: Business model / Financial flows: Youth receive approximately RFW 10 per visit of their content being downloaded (such as someone accessing an ag commodity price info). If their keyword receives 100 hits (i.e. is accessed 100 times) per month, they would earn approximately RFW 333 per month – so unless they were doing really well, this would be a supplementary form of income (In Kigali, a youth who is

finished secondary school would aim to earn approximately RFW 80,000 – RFW 150,000 per month (US\$150 – 200/month)

- Sell electricity through SMS Media.

Potential partnerships opportunities for RYOP:

- Target employment and/or health messages to a certain target audience. (Potential partners: SMS Media (providing database categories and information for targeted messages))
- Partner on training youth to be content collectors for SMS applications, including using mobile phones and even computers.
- Design a Campaign / application for youth employment / labor market exchange: It would take approximately 2 weeks – 1 month turnaround for SMS Media to design a campaign based on an application. SMS Media could also support the design of billboard and advertising materials as well as provide access to their digital billboards in Kigali to promote this. Billboard artwork can be designed in an hour.
- Partner on setting up a small lab that can be used to train people, if the Rwanda Youth Project can contribute towards financing this.

Potential opportunities for youth through a SMS Media-RYOP partnership:

- Be trained on how to operate a mobile phone, SMS functionality and how to sell the following services:
 - Provide mobile banking services through mobile phone (when mobile phone service providers start actively marketing this functionality) (potential partners: MTN, Financial institutions?, SMS Media, EU Bank)
 - Sell water and electricity access through SMS (potential partners: SMS Media, Utility company)
- Be trained on how to develop mobile phone software applications (Potential partners: Nathan Eagle, SMS Media, MTN) In this way youth can become content providers and can earn a percentage of the SMS fee every time someone accesses the content
- Collect commodity prices for income
- Be trained on how to operate and start microenterprises using portable POS (Point of Sale) devices which people can sell electricity, lottery tickets (lotto), and air time through. (SMS Media will have these by the start of 2009.)
- Sign up to the program where youth can provide translation services for short phrases for a fee.

Skills required and training required: Content collectors can easily be trained to on how to use a cell phone and how to load information via text message through their phone or through online through a computer. There is no cost to load information from the phone and the user simply uses a very basic add-on phone menu function. SMS Media would take one week to train youth on how to load information onto an application or through an interface. This would include a practical test on how to upload to the phone, copy and paste functions, etc. For selling utilities through SMS Media, youth could be trained in 1 day and could sell anywhere where the MTN Network functions. SMS Media trains people at a small call center in Kigali. They are currently looking for partners to finance a small lab which they can use to train people.

Name of Organization: **SNATCO (Societe Natonale de l'Art et des Technique de Construction)**

Organization Description:

SNATCO is a private construction company whose main line of business is public buildings and laying fiber optic lines. It has 15 full-time staff, but employs hundreds of part-time and temporary workers. It hires some of its workers through COATB.

Summary of Interview:

The company issues calls for workers via the radio and the workers' own networks. Yet, it is a challenge to verify the skills of those who respond, therefore it must test them. It is estimated that SNATCO employs 50 COATB members per day. Most are masons and carpenters. Harder to find skill sets such as electricians are usually found by electricians on staff who tap their network. SNATCO finds that generally, COATB workers are more disciplined. They understand their rights and responsibilities.

The company does take apprentices but only on an ad hoc basis, usually in response to a request from staff. SNATCO recruiters look for a willingness to work hard, literacy and discipline. These three criteria can be hard to meet.

Name of Organization: **UTEXRWA**

Organization Description:

Vertically Integrated Textiles Company. Importer and Buyer of Textile Machinery Spares, Components & Accessories based in Kigali, Rwanda.

Summary of Interview:

A three-hour tour of an impressive textiles company – the largest in Rwanda – that is moving from cotton and polyester to develop an ambitiously-conceived silk industry that they have named “Silk Hills.” Under Indian ownership and management, this is a progressive and ambitious company that shows considerable interest in collaboration around future workforce needs and issues – and especially around development of cooperatives and other arrangements in the value chain of planting and cultivation, hand-loomed and other labor-intensive processes that will be required if a true silk industry is to be developed.

Name of Organization: **Urwego Opportunity Bank of Rwanda (UOMB)**

Organization Description:

After 11 years of rapid growth, UOB has emerged as the premier Microfinance Bank in Rwanda. They serve 39,140 active clients and their families through access to credit and savings facilities as well as training. These clients compose 560 Community Banks and 54 Solidarity Groups and operate in all five of Rwanda's provinces. Eighty-five percent of UOB's clients are female.

Summary of Interview:

UOB's Mission is broader than just being a bank and involves providing job and entrepreneurship opportunities in countries. Legal stature requires clients to be 18 years and older to be able to make financial transactions. UOB specializes in being 'paperless' requiring no photos, no forms, no minimum balance and no identity documents – they simply take a photo using a digital camera and capture fingerprints electronically. (Almost 100% of Rwandans have an identity document as this is required by Government). UOB is part of Opportunity International (OI). UOMB (MicroFinance Bank) is 11 years old – but as UOB under OI, it is only 1 year old. Changed name as in 2008 the Government closed 8 large MFIs that had over 600 (?) branches all over the country – and so no longer strategic to position as an MFI. As UOB falls somewhere in-between a Bank and NGO, the Government is considering setting up a second tier license for them as a first tier license is for a MF Bank. (In Rwanda, co-ops are called MF Banks – such as Bank Popular that has 600,000 clients.) UOB does not work with any Government agencies as want to be seen as secular and non-commercial. UOB is only 70% towards being financially sustainable but plan to be in 3 years.

Loan Products: UOB is not a commercially-focused bank, with loan sizes ranging from \$50 – a maximum of \$10,000, although they are considering increasing this to \$20K- \$25K. Average loan size is \$100. UOB has urban and rural focus, 40,000 clients of which 50-60% are from Kigali, with an outstanding loan portfolio of \$3 million plus. Of their clients, 35,000 are loan clients and 11,000 are savings clients. Of the 35,000 clients, 34,500 clients are members of 1,000 self-help and solidarity groups. For self-help groups, the average group size is 20 – 40 people with the biggest group having 60 members – 80% of self-help members are already youth. UOB serves 5 – 8 solidarity groups. The remaining 500 clients are individual loan clients. \$1.5 million is held as deposits in the Bank and \$0.5 million from rural areas. 100% of UOB loans are business loans (of which 80% are used for buying and reselling foodstuff). UOB is launching a new loan product which is a salary class product used for household expenditure and which is underwritten by a salary, thereby being more secure and offering a lower interest rate. UOB does not offer housing loans as so few people own the deeds to their house, they do not offer micro-leasing products as the legal support for micro-leasing is very low – UOB is starting to provide home improvement loans. The Government provides micro-health insurance schemes, so no need for banks to do this.

Name of Organization: **UNDP/UNV and ILO**

Summary of Interview:

UNV made a study in early 08 to document experiences and service to youth, and looked at youth-friendly centers in our districts. The study found several different ways that youth organizations were structuring services; and recommended that the Ministry of Youth create youth centers in each district to provide 6 integrated components: health, sport and culture, employment, civic education, human rights, and environmental protection. In its 'One UN' mission, there will be consensus across all UN agencies to support this implementation in 2009, first in 15 districts and then eventually in all. (Note: when I mentioned the Kimisagara Center, Thomas said that he found this center 'too complicated.')

The Ministry of Youth's steering committee did a mapping of youth centers (we have this document), but more information is needed to understand how the centers operate, what their specific programs are, etc. When I asked about funding for these centers (we had heard that the UN was planning to put 12 M into youth centers), UNICEF is providing/has provided funds to the Ministry of Youth to develop an integrated curriculum, but to their knowledge this curriculum development has not taken place. It appeared that there is a strong need for such a curriculum and expressed interest in the type of educational component that is planned for our project.

The ILO is the focal point for youth employment. Youth lack the needed skills, and there are several new initiatives to address the gaps. The Ministry of Labor has a 5 year program to create jobs for youth, and the Ministry of Commerce, Cooperatives Unit, has plans to support the development of small and medium enterprises among youth

Name of Organization: **Village Phone Rwanda**
MTN Village Phone Network

Organization Description:

History: In 2003 Uganda Village Phone Rwanda was launched, which 50% was owned by Grameen Foundation and 50% by MTN. MFIs were used as a distribution channel and to provide support. Grameen Foundation was able to exit the joint venture in 2006 when sustainability was reached. In 2005, MTN (or Grameen Foundation?) entered Rwanda and in 2006 a joint venture company was formed between MTN and Grameen Foundation, called Village Phone Rwanda, of which Albert I the GM.

Geography: Village Phone Rwanda has not had a focus on Kigali but is starting to focus in this area. They have traditionally focused on rural enterprise opportunities, but recognize the growing need for public ICT access and are starting to include a focus on urban areas too.

Partners: Village Phone Rwanda generally partner with (i) MFIs who provide access to capital, (ii) MTN dealers and distributors, and (iii) resellers. In urban areas, Village Phone Rwanda partners with another organization to provide ICT services through mobile phones: in the urban areas, they are partnering with BCS and Publicell. These two resellers are the ones dealing in Tuvugane up until now, who runs phone centers in urban areas.

Products:

- Village Phone Rwanda operators can currently sell short calls to their clients as well as SMS. However, by the time they launch the new MTN Payphone in 2009, they will also be able to sell top-up airtime to mobile phone users.
- In the future they will also be able to generate income through data transfer and offering mobile banking services.
- On top of voice functionality, mobile phones are also able to bring content to people (e.g., ag extension commodity pricing that currently happens in Uganda.) In Rwanda, Voxiva currently works with Health Centers for data capturing of different diseases, etc. As part of MTN's standard service package, MTN provides entertainment updates, sports news, horoscopes, news reports, etc. to its customers.

Business Model: MFI partners and MTN Franchise shops/dealers identify possible entrepreneurs. Village Phone Rwanda provides training to MFIs, Support services to entrepreneurs (including technical support provided through Tutugani resellers (?) as per the MOU currently being negotiated), and communication and promotional support.

Skills required: To be able to run Village Phone Rwanda kiosks, people require (i) an entrepreneurial spirit, which includes the ability to be able to connect with clients, good customer service relationships, etc. – which MTN provides training on but which need to inherently be present already), and (ii) technical skills (as they need to be able to learn how to do simple repairs themselves after which they would go to the technical support people for higher level repairs).

Mobile phone use: MTN estimates a 10% penetration of mobile phones in Rwanda in mid 2008, with this number continually increasing. Over and above this, there are 9,000 public access payphones through the Village Phone Rwanda and Tuvugane combined, 40% of which are in rural areas. The public access phones generate much employment opportunity.

Mobile phone applications: An increasing number of mobile phone applications are being developed for health, agriculture, etc, where Village Phone Rwanda is playing an intermediary role.

Past private / public partnerships: Village Phone Rwanda has partnered with ADP (?), GSMA (?) and Millennium Village to deploy phones and provide internet access at kiosks.

Future corporate plans: The MTN CEO is planning to set up a MTN Foundation in 2009. MTN Uganda launched mobile banking in Sept 08, and MTN should start mobile banking in Rwanda sometime in 2009.

- In the future: Sign up for the survey project where receive phone credit for responding to survey questions (this service is currently already offered in Uganda) (potential partners: SMS Media, survey company?)
- In the future: Connect to mobile phone content providers, e.g. agricultural extension commodity pricing information, and train youth how to be content collectors for remuneration

Name of Organization: **Workforce Development Authority, Ministry of Education**

Organization Description:

The Workforce Development Authority is a new Government agency mandated to oversee the implementation of an integrated Technical and Vocational Education and Training (TVET) system for Rwanda. Formerly RWoDA and located in the Ministry of Labor, WDA has recently been placed in the Ministry of Education. Services are organized around the following five strategic pillars: (i) Skills Development through Vocational Training; (ii) Business Incubation (Entrepreneurship Development); (iii) Labor Market Information System; (iv) Setting Industry Standards; (v) Regulation and Accreditation.

WDA's mission is to ensure quality in all aspects of an integrated technical and vocational training system: quality teachers, facilities, equipment, etc. WDA will be the certifying authority for all courses and curricula.

Summary of Interview:

Assessment team member we taken on a tour of the WDA offices and facilities (including three large training spaces), located in the same large complex as the HIDA office and the KIST incubation center. Chong is very energetic and enthusiastic about the work of the WDA, and is hoping to put the WDA at the center of skills development activities. He said that the secretariat for the Hotel and Restaurant Association will be locating in the complex and he wants to encourage more collaboration such as this. We took a quick look at the new online labor market information system (www.lmis.gov.rw) before settling into a conference room for discussion.

In early 2009, WDA will offer free training in carpentry, plumbing and electrical work, in partnership with specific construction companies. (During the interview, he said that there will be no entry requirements, but in a subsequent email, he indicated that participants will be graduates of vocational and technical schools.)

WDA will be developing competency based curricula for all skills areas, in partnership with business and industry. They are interested in basic skills, work readiness skills that are needed for all sectors.

WDA's goals and plans, including some pictures of various WDA activities. They are enthusiastic about the possibilities and opportunities for new business development – such as banana textiles. A Japanese University is demonstrating how to convert the banana stalk into fiber for textiles and Utrextra is taking a strong interest. They have ideas for spin-off opportunities (including feeding banana leaves to goats, both milk and wool-producing goats).

Name of Organization: **World Relief**

Organization Description:

World Relief is principally focused on economic development and health programs in Rwanda. They are USAID-funded, including PEPFAR funds. They have a maternal child health care program in six districts that covers 700,000 mothers and children. Their PEPFAR funding is focused on youths aged 11-24 and is involved in 12 districts, including the three districts in Kigali. Their economic development program focuses on microfinance (Phil is the Vice-Chair of UOMB), and savings through churches. They have roughly 40,000 clients and this program covers all districts. Previously they did vocational training for youths. They have an interesting and innovative program called Mobilizing Youth For Life that works with schools, communities and churches. Among other things, they seem to be able to attract large groups of youth through events such as showing movies, sports activities and other recreational activities.

Summary of Interview:

Smith recommends that we strongly involve communities in youth employment and to have young people take ownership of the program. He also suggested we focus on services (office clerical functions, hotels and restaurants, “white collar jobs,” trades, construction and agricultural “operations”). He stressed his recommendation that the project should not do tailoring. He suggested we talk to Dwight Jackson (Food for the Hungry), CARE, the Presbyterian Church and the Anglican Church, all of whom are involved in youth programs.

Annex E: MINI-SECTOR ASSESSMENTS

Construction

Construction is a viable opportunity in most developing countries and according to primary observations, Rwanda is no exception.¹ Highlighting both its growth and potential for domestic development, the construction industry was the only one in which a significant percentage reported importing goods from the East African region.² This shows both its recent growth and the potential for import substitution. However, as the construction industry is often less reliant on partnerships with NGOs or government programs to spur growth, partnerships with youth employment programs are especially dependent upon key private sector actors that have an interest in developing the next generation of workers.

*On The Frontier reports that the **Construction** Industry really struggles to find people with the right skills, and hence import people with these skills, particularly from Uganda (especially mechanical engineers – the majority being drawn from Uganda).*

Functional levels in value chain

Note: While the general process for construction varies greatly depending on the specialization there are some general components in most cases: sourcing raw materials, transporting materials to job site, design, construction (including all specialized services here), quality control, inspection, site clean-up, and waste material management.

Youth employment opportunities:

An easy, low-cost entry point into the construction industry could be through the manufacture of simple bricks, roof tiles, nails, bolts, calvets, etc.³ After this youth could progress to specialized functions, and then to specialized training within these functional areas.

Key Informant/ Local Champions: Several companies experiencing growth in Rwanda and therefore making strong potential partners in developing construction opportunities include:

- International Trading Group, Location: Boulevard de la Revolution, Kigali, Mr. Abdul Rwamuningi, Phone: +250.0530.7117, Mobile: +250.0830.7116,
- K.K General Trading, Location: Rwandex Street, Kigali, Mr. Kalisa Emmanuel, Phone: +250.551.00.291, Mobile: +250.083.00.776⁴

Additional contacts include:

- Grinaker Lta-Fair Company, Avenue des Poids Lourds, P.O. Box 3109, Kigali, Tel: 250-589-595, 250-572-325, E-mail: glfc@rwanda1.com

¹ Primary observations by Margie Brand, Labor Market Specialist, EDC Youth Assessment Team, October 14-October 28

² Local Business Investment Climate Survey, Rwanda Accelerated Competitiveness and Execution Program, On The Frontier Group, October 2008

³ Reinforced at Africode meeting.

⁴ EcoVentures International, Rwanda Assessment Field Trip Contact Database, October 2008

- Roko Rwanda Sarl , Gikondo Vers Magerwa, P.O .Box 323, Kigali, Tel: 250-518-617, 250-501-878, 250-501-904, Fax: 250-501-879, E-mail: rokorwanda@rwanda1.co
- Thomas & Piron Grands Lacs Belgium Construction Gikondo Vers Magerwa and garage P.O. Box 6589, Kigali, Mobile: 250-08-755-143

ICT

As there are not previous ICT market assessments commissioned by USAID as with agro-processing and tourism, the best indicator for potential opportunities in ICT is recent trends and market segmentation among private sector actors. The summary of the following sector actors highlights what appears to be an emerging ICT sector where various players are attempting to carve market niches, but the industry as a whole is constrained by industry organization. Several companies are involved in retail and repair of computers and accessories, several operate training and multi-media centers, and one company, Omni Computers, is collecting used cartridges and selling to re-manufacturers. This may be a realistic immediate opportunity for youth with low-skill levels. If Omni has a stable market for used computer parts, they may be interested in contracting young people to salvage e-waste that may be otherwise disposed in landfills. Below is a summary of key actors.⁵

Mobile Phones in Rwanda

Presently, it is estimated that there are 750,000 active mobile phone devices in Rwanda. Each phone is shared on average by four individuals meaning that the total number of mobile phone users in Rwanda is estimated at 3 million people.

Innovative SMS Messaging in Rwanda

SMS Media in Rwanda is working to develop innovative ways to provide information to mobile phone users through two distinct models: push and pull. A push model is one in which one entity want to reach a large audience with specific information. Examples of this model from Rwanda include a December 2007 push by the National Commission on AIDS sent to 25,000 mobile phones in honor of World Aids Day. A pull model is one in which mobile phone users dial an access code to retrieve specific information from a central database. For example, a student from KIST has developed a successful pull model with SMS Media where mobile phone users dial an access code in order to receive Biblical verses. The student now earns over \$2,000 per month from this. SMS Media is currently receiving 12,000 hits per day across all of their SMS applications.⁶

Tracking Users and Profiles

By having users signing up to subscription services, SMS media is also able to collect data on users' age, location, what they do, etc. They are able to track who reads the SMS, and are able to generate a report after bulk messages are sent on the recipient profiles. They are also able to select who in their database they are able to send messages to, and can target specific profiles in this way.

⁵ EcoVentures International, Rwanda Assessment Field Trip Contact Database, October 2008

⁶ Interview with Jeff Gasana of SMS Media on October 8, 2008. Interview conducted by Margie Brand and Erik Butler.

On The Frontier reports that the **ICT** sector already has strong links to international. High level staff that they bring in from abroad when they need highly technical staff. OTF believes that there is not very good ICT training capacity currently available in Rwanda. A recent investment in October 2008 (of which very little was known at the time of the field trip to Rwanda) is for \$100 million from a Belgian investor to set up a call center to service the French and Belgium markets. This would potentially be a big employer who would pay well above the Rwanda average. They have already started recruiting staff but it is not yet known if the call center will be a data-only center requiring very manual tasks, or actually talking to a caller, or providing far more technical skills (such as medical skills, etc.) (There are already two call centers in Rwanda – but both of these service the local market: MTN call center and Telesis).

Youth Employment Opportunities:

The benefit of introducing youth to employment opportunities through ICT, such as Village Call centers/kiosks, internet cafes, and small maintenance centers for cell phones, is that youth can take these skills developed in urban areas and replicate them directly in rural areas, creating an incentive for youth to apply their skills in the rural areas they may originally have migrated from.⁷

SMS income generating opportunities for youth include; SMS content collection (for youth employment opportunities database started by project, agricultural commodity pricing database); Survey responses; Utility sales; Developing applications and ongoing royalty streams; Research for projects

Additional Cell Phone opportunities above and beyond SMS include: selling of phone services; selling of text services; banking transactions.

These opportunities can all open up new opportunities: GPS, computer use, application design, etc.

Training Delivery Agents:

- *E-ICT*
- *KIST*

Cell Phone Service Providers:

- *Rwandatel (Terracom)* - In 2004, Terracom laid 100 miles of fiber optic cables, connecting Kigali to Butare. As of 2006, over 220 miles of fiber optic cables had been installed in addition to broadband services. However, as of 2008, the goals for wiring Rwanda had not been achieved, and founder Greg Wyler and the GoR were in disagreement over the failure. Wyler's investment appears to have not paid off, for either him or Rwanda. "In a telephone interview from his home in Boston, Mr. Wyler said he would not address the government's criticism, saying he did not want to be quoted as saying anything negative.' But he said, "there were some things he had not anticipated, particularly the technical challenges of linking Rwanda's Internet network to the rest of the world. The only way to do it is to buy bandwidth capacity on satellites, but there are not enough satellites to meet demand." The largest problem was that Wyler was unable to connect the network within Rwanda to the rest of the world. This was best done through satellites, which were not advanced enough to sustain a 2-way internet network. Most recently, Wyler, Google,

⁷ Emphasized in meetings with MTN and AfriCode.

and HSBC have pledged \$60 million to bring internet access via a satellite network to the developing world. <http://machinist.salon.com/blog/2008/09/10/o3b/>

- *MTN* - In 2005, MTN (or Grameen Foundation?) entered Rwanda and in 2006 a joint venture company was formed between MTN and Grameen Foundation, called MTN Village Phone. MTN Village Phone offers public access solutions with two revenue streams: selling mobile phone airtime through SMS (text message), and selling direct calls. Funds are all transferred through SMS. In the future they will also be able to generate income through data transfer and offering mobile banking services. On top of voice functionality, mobile phones are also able to bring content to people (e.g., ag extension commodity pricing that currently happens in Uganda.) In Rwanda, Voxiva currently disseminates healthcare information through SMS. As part of MTN's standard service package, MTN provides entertainment updates, sports news, horoscopes, news reports, etc. to its customers. MTN estimates a 10% penetration of mobile phones in Rwanda in mid 2008, with this number continually increasing. Over and above this, there are 9,000 public access phones through the Village Phone network, 70% of which are in rural areas. The public access phones generate much employment opportunity. MTN Uganda launched mobile banking in Sept 08, and MTN should start mobile banking in Rwanda sometime in 2009. (MTN Village Phone meeting notes, October 2008)
 - o To be able to run MTN Village Phone kiosks, people require (i) an entrepreneurial spirit, which includes the ability to be able to connect with clients, good customer service relationships, etc. – which MTN provides training on but which need to inherently be present already), and (ii) technical skills (as they need to be able to learn how to do simple repairs themselves after which they would go to the technical support people for higher level repairs).

SMS Application Companies:

- *SMS Media*

Content collectors can easily be trained to on how to use a cell phone and how to load information via text message through their phone or through online through a computer. There is no cost to load information from the phone and the user simply uses a very basic add-on phone menu function. SMS Media would take 1 week to train youth on how to load information onto an application or through an interface. This would include a practical test on how to upload to the phone, copy and paste functions, etc. For selling utilities through SMS Media, youth could be trained in 1 day and could sell anywhere where the MTN Network functions. SMS Media trains people at a small call center in Kigali. They are currently looking for partners to finance a small lab which they can use to train people. (SMS Media meeting notes, October 2008)

Non-profits:

- *Youth Association for Dissemination of Development Information (YADDI)*. YADDI is a youth-led association which carries out several projects including the Action Against Computer Illiteracy and Lack of Development Information (AACILDI). YADDI aims to develop entrepreneurship skills for young people. One of the organization's main focus areas is ICT. In the context of entrepreneurship, YADDI sees ICT training and services "as a tool for developing a culture of entrepreneurship among Rwanda's youth".

Private Sector:

- *FM Information Centre* - This is a limited company, dealing in maintenance and consultancy within the computer field.
- *Turnkey Computer Solutions* - Turnkey computer solutions is located in Kigali city and buys computers and accessories from large suppliers and sells them to international and local organizations. The organization is willing to work with any computer suppliers worldwide and ensures a maximum understanding business based knowledge.
- *Genies SARL* - Genies S. A. R. L (Rwanda information technology), the acronym standing for 'general informatique electronique electricite services'. They have training center for information technology and media office for printing, CD copying etc., they also operate computer sales and repair center.
- *Omni Computers* - a new company specialized in the sale of computers and accessories, LAN Network installation and configuration. They also collect good empty cartridges for resell to remanufacturers of cartridges (especially Virgin HP cartridges).
- *Information Technology Centre (C.T.I / I.T.C SARL)* - Distributor/Wholesaler of Supply, Multiservice, and Construction in the ICT Sector in Rwanda
- *JAVAKATETE* - Trading Company of products including: Computer, RAM, Haddisic, Motherboard, Laptop

SMS Basic Information and Background

SMS (Short Message Service) has achieved huge success in the wireless world. It is a technology that enables the sending and receiving of messages between mobile phones. SMS is now a major revenue generator for wireless carriers, including the wireless carriers currently operating in Rwanda. A lot of innovative applications are now built on top of the SMS technology and more are being developed.

SMS Messages are effective as a way to share information for several reasons:

- i. *Many people in Rwanda have access to a mobile phone.* Up to 10% penetration rates in 2008 and rapidly increasing, with these percentages weighted far higher in urban areas.
- ii. *Rwandans are extremely familiar with and comfortable using SMS.* Largely due to cost constraints, Rwandans use SMS more than making actual phone calls, and are therefore very familiar with text messaging methodologies.
- ii. *SMS Messages can be sent and read at any time and from any location.* Users do not require access to an internet café or specific location in Rwanda. Mobile phone reception is available throughout the country with very good connectivity.
- iii. *SMS Messages can be sent to an offline mobile phone:* Unlike a radio broadcast or billboard message, which are time and location dependant, you can send an SMS message to someone even when they have not switched on the mobile phone or when they are in a place where the wireless signal is temporarily unavailable. The SMS system of the mobile network operator will store the SMS message and later send it to the mobile phone when it is online.
- iv. *SMS Messages are supported by 100% GSM Mobile Phones and they can be exchanged between different wireless carriers:* SMS messaging is a very mature technology. All GSM mobile phones, the system used in Rwanda, support it. SMS messages can be exchanged with mobile users of the same wireless carrier and between all the wireless carriers operating within Rwanda.
- v. *SMS is a suitable technology for wireless applications to build on:* Firstly, SMS messaging is supported by 100% GSM mobile phones. Building wireless applications on top of the SMS technology can maximize the potential user base. Secondly, SMS messages are capable of carrying binary data besides text. They can be used to transfer ringtones, pictures, operator logos, wallpapers, animations, VCards, VCals (calendar entries), etc. Thirdly, SMS supports reverse billing, which enables payment to be made conveniently. (Reverse billing is described in more detail below.)
- vi. *SMS supports reverse billing which enables payment to be made conveniently:* Reverse billing involves charging a fee to the user for each piece of information downloaded. The fee can be included in the user's monthly mobile phone bill or be deducted from their prepaid card credits. Depending on the agreement between the application developer and the wireless carrier, part of the money received will be given to the application developer. More detail is provided below on the fee structures used in Rwanda.
- vii. *SMS can be easily tracked at low cost, supporting the projects M&E systems:*

Services and Hospitality

The emerging tourism industry in Rwanda provides immediate opportunities for employment in the service and hospitality sectors. According to a recent study commissioned by USAID and conducted by On The Frontier Group (OTF), for two-thirds of tourism companies surveyed, training and retaining a competent workforce was not a major constraint to growth. In comparison to cost of transportation and the cost and availability of land, the workforce was of little concern to survey respondents.⁸ This does not mean that there are no opportunities for youth in the emerging tourism sector. It does however indicate that tourism companies may not be immediately willing to partner with the youth program as developing a workforce may not be one of their immediate priorities.

OTF reports that for the Tourism sector it could be strategic to focus on the high end tourism market. There is currently a \$250 million investment from Dubai World to set up 5 hotels in Rwanda (2 have already been set up and 3 will be set up in the future). These will all need skilled staff. The industry is currently looking for an entity to play the role of a tourism training institute.

Agro-processing: Added value

Agricultural Inputs

There has been an appreciable increase in the utilization of agricultural inputs (seeds, insecticides and fertilizer), with reported use of chemical fertilizers among agricultural households having increased from 5 to 11 percent. (Preliminary Poverty Update Report, *Enquête Intégrale sur les Conditions de Vie des Ménages 2*, p.ix) This provides opportunities for youth to provide agricultural inputs.

Agricultural Support Systems

Irrigation schemes such as drip irrigation and treadle pumps

Environmental Eco-system service markets and opportunities

Soil conservation, carbon offset programs.

Agro-processing: Essential Oils

(geranium; eucalyptus' vetiver, lemongrass; and citronella)

Previous studies conducted by USAID have identified a number of essential oils with growth potential in Rwanda. These include: geranium; eucalyptus' vetiver, lemongrass; and citronella.⁹ Of these essential oil opportunities, geranium and eucalyptus may provide the most immediate and large scale potential for youth involvement.

⁸ Local Business Investment Climate Survey, Rwanda Accelerated Competitiveness and Execution Program, On The Frontier Group, October 2008

⁹ Agribusiness in Sustainable Natural African Plant Products (ASNAPP) - Natural Products Assessment: Potential for Economic Growth and Trade in Rwanda, Prepared By: Chemonics International, For: ADAR Project; July 2002

Eucalyptus

While eucalyptus is abundant throughout Rwanda, there have been questions to its commercial value due to hybridization of several species. Lab tests performed at Rutgers University concluded there was limited commercial viability for oil. However, there have been some suggestions that improved methods of distillation would result in a commercially valuable eucalyptus oil. World Relief in Rwanda has been a proponent of investment in improved distillation techniques.¹⁰

Geranium

Geranium in Rwanda is mostly of the species *Pelargonium graveolens* which forms the bulk of world trade. In addition, tests by IRST in Butare have found the chemical make-up of geranium in Rwanda to be consistent with international trade quality standards. A reasonable yield of geranium leaves in Rwanda is expected to be approximately 20 tons per ha. This would translate roughly into 20-30 kg of oil worth up to \$1800 on the international market (in \$2002). Geranium can be used in perfumery, cosmetics, high quality soaps, and aromatherapy.¹¹ Organic geranium oil has been scarce and therefore there is high potential for both organic and conventional geranium oil.

- Ikirezi produces high value product of geranium oil which is a very labor-intensive crop and therefore offers high employment potential. The demand for geranium oil is high with a lot of market potential, but the highest quality standards are required. The primary markets are in the US and Europe. Geranium is believed to be a mosquito repellent, but Ikirezi needs approx \$20K to prove conclusively – which would rapidly expand the market. (Meeting notes, Ikirezi, October 2008)
- Potential partnership:
Train youth on how to be grow organic geranium as Ikirezi will buy geranium from youth if they grow it. Ikirezi can provide assessment of appropriateness of land, training, planting materials, equipment, market for raw material. A co-op of youth could potentially find land for this. (Potential partners: Ikirezi) (Meeting notes, Ikirezi, October 2008)

Stages of Production / Functional Levels in Value Chain

The stages of production for essential extracts are similar for all five essential oil sources listed above. General stages include: collection, transportation to distillery, distillation (over heated water using an alembic), bottling, distribution, wholesale, and retail.

Agro-processing: Fixed (press) oils (*sunflower, groundnut, and evening primrose*)

Fixed oils differ from essential oils in that the oil is typically extracted using a simple press whereas essential oils must be distilled to guarantee oil quality. Sunflower, groundnut, and evening primrose have been identified as the sources of fixed oils with the most potential in Rwanda.¹² According to

¹⁰ Identification et Zonage des Eucalyptus Globulus Au Rwanda, Prepared by Chemonic International, For: ADAR, August 2004.

¹¹ Agribusiness in Sustainable Natural African Plant Products (ASNAPP) - Natural Products Assessment: Potential for Economic Growth and Trade in Rwanda, Prepared By: Chemonics International, For: ADAR Project; July 2002

¹² Agribusiness in Sustainable Natural African Plant Products (ASNAPP) - Natural Products Assessment: Potential for Economic Growth and Trade in Rwanda, Prepared By: Chemonics International, For: ADAR Project; July 2002.

USAID, there is a moderate market for pressed sunflower oil in Kigali. It is estimated that this market absorbs a minimum of 20 tons per month for industrial use. The potential for a shared pressed oil industry include cooking oils from groundnut for the local market and higher value oils like evening primrose for export exists with minimum increased investment. Evening primrose is used as a food additive and in cosmetics. The seeds yield small volumes of oil and can be quite labor intensive and is therefore recommended only for organic production to ensure higher prices estimated at up to \$25/kg (in \$2002). The growth within this market is reliant upon linkages between existing oil processors and producers of other potential crops like groundnut and evening primrose. The waste products from these pressed oils (husks and seed cakes) would also create new markets for high-quality fertilizers and animal feed.¹³

Agro-processing: Coffee and Tea

Coffee and Tea are the two largest production sectors in Rwanda.

Coffee

The Rwandan coffee industry has received significant support from both the ADAR and SPREAD programs both funded by USAID. OCIR-CAFÉ has set goals to increase production from 14,000 tons in 2007 to 29,000 tons in 2008. Recent reports suggest that 2008 production will be closer to 23,000 tons. The lower than expected production means the industry revenues grew from US\$42.6 million in 2007 to approximately US\$46 million in 2008, below the targeted US\$50 million set by OCIR-Café last year. Although the industry has not reached its growth target this year, OCIR-Café blames seasonal and climate variations that were beyond their control. These minimal setbacks have not discouraged the estimated 550,000 coffee farmers around the country and OCIR-Café still projects that the industry will produce 35,000 tons and earn US\$100 million by 2012.¹⁴ The ADAR project was integral in developing washing stations and helping small-holders adhere to quality standards allowing them to access international specialty markets.¹⁵ SPREAD is currently working to help Rwandan growers establish further links with international roasters and buyers.¹⁶ On The Frontier (OTF) reports that the Coffee sector continues to grow in Rwanda. The biggest need within the coffee sector is for management training. The number of coffee washing stations in Rwanda has grown from 2 to 120 in the past few years with a plan to expand these to the 240 in the next 5 years. There is a big current and future need for more management capacity in washing stations. OTF is therefore trying to establish a management turnaround program, as only 50% of washing stations are currently doing well. OTF believes that 25 year olds would be more than capable to run washing stations, which are mostly rural-based. There is a big demand for agronomists in the coffee sector with more and more of these being employed.

Tea

On The Frontier (OTF) reports that the Tea sector also continues to grow. The tea sector offers less employment opportunity as 50% of the sector is public and 50% private. Staff are already very skilled, and tea factories are located in very, very rural areas. There is however a big demand for agronomists in the tea sector with more and more of these being employed. There are four private tea factories and six

¹³ Ibid.

¹⁴ "Rwanda: Ocir Café Fails to Meet Coffee Production Target," *The New Times*, October 28, 2008.

¹⁵ Restoring Hope Through Economic Opportunity: Final Report of the Agribusiness Development Assistance to Rwanda (ADAR) Project, Prepared By: Chemonics International, For: ADAR Project; September 2006

¹⁶ "Rwanda: Ocir Café Fails to Meet Coffee Production Target," *The New Times*, October 28, 2008.

public factories in Rwanda. OCIR is responsible for the production, processing, and marketing of Rwandan Tea. The general stages of tea production include: plucking, withering, rolling, fermentation, drying, sorting, packaging, and distribution.¹⁷

In August 2008, Rwanda exported 1.38 million Kg of tea for combined earnings of US\$3.53 million. From January to September 2008, Rwandan exported approximately 15 million kg of tea for earnings of roughly US\$35 million. This growth is part of a national strategy outlined in Vision 2020, which proposes tea production targets and strategies that shall enhance the overall performance by increasing productivity, quality, fast growth of the tea industry, employment and earnings, thereby contributing to economic and monetary stability in the rural sectors, and to alleviation of poverty.¹⁸

Agro-processing: Sericulture (Silk)

While silk is not currently a major industry in Rwanda, this is an emerging opportunity being championed by a local textile company, Utexrwa United Textile. Utexrwa is working on developing a unique branding strategy called “Silk Hills.” Utexrwa’s goal is to develop an entire silk industry recognized in the region and therefore are willing to make investments at all stages. As silk production can be a complicated industry with many value-added stages, Utexrwa’s investment in the sector could lead to opportunities for many Rwandans both within and outside of Utexrwa.

Value chain functions:

The common stages of silk production include: planting mulberry sticks (3-4 months to produce leaves), purchase (or production of) silkworm eggs, feeding silkworms cut up mulberry leaves, collecting cocoons (silkworms will spin cocoons approximately one month after hatching or after reaching 3 in. length), delivering cocoons to silk processor (damage to cocoons will reduce quality therefore value), unwinding filaments (one cocoon has one filament that can range 1,000- 2,000 yards long), winding filaments onto a reel, silk thread is made of over 40 individual filaments, silk yarn is made of several threads, drying thread/yarn, wholesale, designing garments/fabric, weaving thread or yarn, retail.¹⁹

Youth Employment Opportunities:

¹⁷ More explicitly, The Rwanda Tea Authority outlines the process, “Plucked leaf consists of the BUD and the FIRST TWO leaves on the plucking shoot. Plucking being a delicate operation, it is done by skilled operators who are capable of fast and exact work to produce good quality leaf for the factory. After plucking, the leaf is taken to the nearest leaf shed for individual quality control and weighing. Then the leaf is sent to the factory. On arrival at the factory, the leaf from the field is weighed once again and spread onto special troughs for withering. The duration of withering varies from 15 to 18 hours, until the leaf has lost 30 % of its moisture. This process is helped by large fans pushing air through the leaf below. When the leaf is flaccid it is ready for further processing. The withered leaf is passed through machines that cut, tear and curl (CTC) into small particles. The finer the cut leaf the better pungency in the black tea. From the rolling machines, the leaf is fed into fermenting machines where the color changes from green to coppery on the contact with air. The process takes around 90 minutes. From the fermenting units the leaf is passed onto the drying machines where hot air dries the teas to 3 % maximum and turns them black. From the firing machines the tea is passed over pre-sorters, sorters and stalk extractors to produce a variety of grades. The leaf is passed through a series of vibrating wire meshes which produce the required grades according to the demands of the tea markets. The finished product of black sorted tea is packed by separate grades into double strong papers sacs lined with aluminum sheeting and white paper, the average weight of each packed sacs is around 70 kgs.”¹⁷

¹⁸ Ibid.

¹⁹ Interviews with Utexrwa from October 14-October 28

It is likely that given the number of stages of production within the silk sector and that the sector is relatively undeveloped at present, Utexrwa may be willing to partner with youth development programs to train a new workforce in the skills needed for silkworm cultivation, silk spinning, and weaving. The full range of investments needed to spur the growth of the silk industry in Rwanda may be beyond the resources of one individual firm, creating an incentive for Utexrwa to collaborate with other textile actors or public and civil society programs with similar goals.

Key Informant/ Local Champion

Utexrwa United Textile P.O. Box 430,
Kigali Kingdom
Tel: 250-514-176
Fax: 250-582-546
Mobile: 250-08-301-107
E-mail: utexrwasa@rwanda1.com

Agro-Processing: Maize

While most recent estimates show that maize ranked 6th in total HA harvested among the top 12 agricultural commodities produced in the Kigali area, it has become a focus for value added products among growing Kigali businesses. In particular these value-added products include flour (often used to make Ugali (“sima,” “posho”)), animal feed (estimated shelf life of 3 months if pelleted) and input for breweries. Minimex is one of the leading Kigali-based companies that has expressed interest in expanding into these three value-added markets.

Value chain functions:

The production of both flour and animal feed share several stages of production including: planting, cultivation, harvest, inspection, shelling, accumulation/storage, drying (solar), trading/accumulation (drying), storage and quality control at mills, milling (usually between stone or steel wheels and can be operated manually or electric/gas powered).²⁰ Additionally for animal feed, functions include: storage of milled maize, mixing of feed ingredients, pelleting of feed, packaging and labeling feed, transportation, retail, and storage and use on farm as animal feed. Additionally for breweries, functions include: mixing milled maize with hot water (mashing) to create “wort,” draining sweet wort off of maize, washing remaining maize (“sparging” or “lautering”), collecting sweet wort into a kettle, boiling (water evaporates; sugars remain), hops added during boiling process, cooling, adding yeast to the hopped wort (takes weeks to ferment), optional secondary fermentation, and packaging (casks, kegs, bottles, etc.).

Key Informant/Local Champion

Production:

(MINIMEX)
Minimex Canada Corn P.O. Box 277, Kigali
Tel: 250-574-237

²⁰ Interviews with Minimex from October 14-October 28

Fax: 250-575-021

Brewery :

Bralirwa S.A.
Kicukiro
P.O. Box 131, Kigali
Tel: 250-587-200
250-586-607
Fax: 250-585-693

Agro-processing: Apiculture (Honey)

A 2004 study commissioned by USAID found that there was limited potential for apiculture in Rwanda to reach a commercial scale where it could compete on the global market. The study noted insufficient supply of quality honey and beeswax, fragmented market systems that constraint industry growth, and limited demand of end products. The study notes that training of farmers, establishment of honey and beeswax collection centers, general market development, and government policy favorable to the apiculture sector would go a long way toward making the sector more competitive and perhaps help it reach several niche honey markets.²¹ Specifically, the study notes that farmers lack access to appropriate containers, protective clothing and smokers. Farmers cannot reach markets and when they do, they receive low product prices. Traders lack sufficient quantity and quality and cannot access information on how to improve products. The industry as whole suffers from weak linkages, limited coordination, and no beekeeping policy. However, the study does recognize that the bee forage, local production knowledge and existence of donors could make a strong base for interventions in the apiculture sector. However, a subsequent study found that most beekeepers are older and only doing so as a secondary means of income generation.

Youth Employment Opportunities:

The youth population largely views apiculture as having limited growth potential.²² Furthermore, most shops in Kigali sell finely packaged imported honey which is more popular among Rwandans than the poorly packaged Rwandan honey which is half the price. Both reports cite the need for organized systems meaning there are opportunities in collection, distribution, grading and packaging, and wholesale and retail. Therefore immediate opportunities could be well-suited to young people who may be more skilled at logistics and packaging than traditional apiculture.

²¹ Determination of the Improvements Required for the Production and Export of Quality Honey from Rwanda, Prepared by Chemonics International, Prepared for: ADAR, September 2004.

²² The Development of Honey Exports from Rwanda, Prepared by: Chemonics International, Prepared For: ADAR, November 2005.

Agro-processing: Floriculture *(roses and pyrethrum)*

The two emerging sectors within the Rwandan floriculture industry include roses and pyrethrum.

Rose industry

Beatrice Gakuba, president of Rwanda Flora, is the local champion of the Rwandan rose market. She has built Rwanda Flora into an enterprise employing over 200 female employees and dominates an export market of over four tons of roses exported to Amsterdam weekly. Rwanda Flora as of 2006, produced roses under greenhouse production on 8ha, with plans double rose production in 2007 with plans to diversify production and export portfolio to include summer flowers, herbs, ornamentals, vegetables and fruit covering 120ha within 3 years and with 600 out-growers. This expansion is part of a larger program called PILOT in which Rwanda Flora aims to transform 600 rural farmers (targeting women and youth) covering a total area of 120 ha into profitable agribusiness enterprises and increase revenue at all levels of the production-marketing chain by diversifying and expanding horticultural production and marketing in Rwanda. It aims to create 4,255 rural jobs, increase revenue ten-fold within three years, develop rural infrastructure (cold stores, irrigation), integrate 600 out-growers on social contracts with access to education, health care, day care and HIV/AIDS counseling over three years with an investment of US\$8.49 million.²³ In July 2008, Ms. Gakuba signed onto a project with the UN World Food Program and UN Population Fund to work toward promoting better nutrition among women and children in Rwanda. Ms. Gakuba is a leading entrepreneur in Rwanda's private sector and has established several unique partnerships with development projects, making her an obvious potential partner for the youth development program.

Pyrethrum industry

Pyrethrum is the third largest export product in Rwanda behind Coffee and Tea. SOPYRWA is the primary pyrethrum processor in Rwanda. The factory was privatized in 2000 and has been growing steadily since that time. SOPYRWA produces three pyrethrum extract products. Pyrethrum is the botanical insecticide derived from the white chrysanthemum daisy *Tanacetum cineraria folium*. Refined and extracted, pyrethrum is effective against a whole range of Insect pests, from a domestic setting in the home and garden, to industrial and agricultural preparations. Pyrethrum has several characteristics that distinguish it from conventional, synthetic insecticides: 1) fast acting against most insect pests, 2) a repellent as well as an insecticide--in ultra low volumes pyrethrum keeps insects away, 3) non-toxic to humans and warm blooded animals, used in the low volumes at which it is effective, and 4) non-persistent in the environment – pyrethrum breaks down quickly in sunlight, meaning there is no build up in the environment and insect resistance does not develop.²⁴ SOPYRWA could make a strong partner given their mission to contribute to the agriculture, social, and economic development of Rwanda. While SOPYRWA produces agricultural sprays for use in Rwanda and pyrethrum extract for export, their spray products have not reached urban markets and pyrethrum-based products such as mosquito coils and repellents are imported. SOPYRWA reportedly does not operate from July to September, meaning there is potential for it to increase its production or diversify its extraction business by integrating paprika (see capsicums below).

²³ "Rwanda Flora: Growing Roses on the Ashes of Genocide," available at:
<http://www.africanaxis.org/Presentations/innovation%20seminar/B%20Gakuba.pdf>

²⁴ <http://sopyrwa.com/pyrethrum.htm>

Value chain functions:

The stages of production for pyrethrum include the cultivation of flowers, drying (using solar dryers or eucalyptus wood), transport to SOPYRWA, distillation, secondary processing, and transport, and export.

Youth Employment Opportunities:

There is likely little potential for value-added before reaching SOPYRWA, as out-growers already take on the drying function. The main opportunity would then be for increased production or diversification of products such as mosquito coils or repellants for the urban market. One key challenge to growth is that pyrethrum is not recognized as a suitable input for insecticides in many countries. There could be additional potential for low-tech sprays produced directly from the pyrethrum flowers by soaking overnight 1kg of preferably ground flowers in 10 liters of hot water, or paraffin, and adding 100 mls of liquid soap. The liquid is kept away from light and filtered through a coarse woven cloth, and sprayed using a hand sprayer- or even painted on the walls.²⁵

Agro-processing: Capsicums *(bird's eye chilies and paprika)*

The two capsicums with the highest growth potential are bird's eye chilies and paprika.

Birds eye chilies

Birds eye chilies have been grown by Rwandan small-holders for many years and are therefore a familiar spice to growers and normal food additive. Growth of birds eye chilies tends to be labor intensive and produce a low-volume crops. The price of chilies increases as does the heat of the pepper. Birds eyes are among the hottest chilies and fetch a relatively strong price. Organically produced birds eyes can get \$3-\$5/kg (in \$2002). Non-organic chilies receive \$.50-\$1.50 and are often sold to industrial processors who extract the resin (oleoresin) for use in liniments or sprays. Local production yields approximately 600kg-1.5 tons per ha.

Paprika

Paprika yields are similar to those for birds eye chilies. It has previously been suggested that paprika resin extraction be integrated in SOPYRWA for production during the pyrethrum off-season. It has been recommended that SOPYRWA do the initial extraction then sell the resin to other facilities (in Zimbabwe, Zambia, or South Africa) for secondary processing (known as solvent stripping). There could be opportunities for distribution of paprika or the processed resin. According to USAID, there has been interest in Zimbabwe in purchasing paprika resin.²⁶ A full evaluation of paprika reiterates the above recommendations, suggesting that Rwandan farmers focus on the cultivation of full pods, or potentially to separate the pods into seeds and flakes but with very little additional value added. Because this would essentially be a new commercial market for Rwanda, it would be valuable to rely on existing facilities in Harare, Lusaka, and Gauteng to process the paprika until the Rwandan sector could more fully mature.²⁷

²⁵ Agribusiness in Sustainable Natural African Plant Products (ASNAPP) - Natural Products Assessment: Potential for Economic Growth and Trade in Rwanda, Prepared By: Chemonics International, For: ADAR Project; July 2002

²⁶ Agribusiness in Sustainable Natural African Plant Products (ASNAPP) - Natural Products Assessment: Potential for Economic Growth and Trade in Rwanda, Prepared By: Chemonics International, For: ADAR Project; July 2002

²⁷ Paprika Production for Export in Rwanda, Assessment and Recommendations, Prepared by: Chemonics International, Prepared For: ADAR, March 2003.

Annex F: YOUTH FOCUS GROUP DISCUSSIONS AND INTERVIEWS: SUMMARIES AND PROTOCOLS

Individual Interview Responses

<i>Name</i>	<i>M/F</i>	<i>Age</i>	<i>Years of School Completed</i>
Venuste	M	20	Primary 4
Jean-Claude	M	20	Primary 5
Gasana	M	24	Primary 6
Kanyarwanda	M	23	-----
Kamanayo	M	18	-----
Afsa Nirere	F	18	S 3
Alphonse	M	24	Primary 6
Apronire	F	17	Primary 5
Amina	F	22	Secondary graduate
Jean-Paul Munyaneza	M	19	S3
Grace Murekatete	F	18	P6
Abraham Muzigirwa	M	24	S4
Gloria	F	20	P6
Murekatete	F	24	P6
Liliane	F	18	S5 (currently)

Where do you live?	<p>Kintwari sector Gapfufu Nyakabanda (3) Biryogo (3) Gitiga Kimisagara-Nyamirambo Nyamirambo Nyamirambo Mumena – Nyamirambo Kacyiru/Gataba Kacyiru/Kamatamu</p>
Who do you live with?	<ul style="list-style-type: none"> • With 3 friends • Will move in w/friends • Alone (2 rooms @ 10,000 mo.) • Alone • W/aunt & 3 cousins (mom died in 2004); • Lives w/one man from Uganda who is here for work (as housegirl) • Lives with family, husband, wife, 2 children (as housegirl) • w/ parents and 9 siblings • Alone (but now a relative lives w/me – like brother, came from Kibungo) • w/mother, 5 young people; pay 25,000 rent for 2 rooms • w/parents and siblings; • w/employer (housegirl) but in separate house in back; • I live alone w/child. Was working as housekeeper when I got pregnant and they kicked me out; • w/my employer as housegirl; • w/two brothers; we pay 25,000/mo. Rent; we are orphans w/3 other siblings in village <p><i>Alone (3)</i></p>

	<i>w/friends (2)</i> <i>w/employer (4)</i> <i>w/family (5)</i>
Where did you live before moving to your current residence?	<ul style="list-style-type: none"> • Rulindo District • Kibuye 4 mos ago • Southern Province w/mother, 5 siblings. Left 5 yrs. Ago • w/mom in Gwabutabura (area of Nyamirambo) lived in same area with mom and sibs until 2004; • Southern Province near Butare; • Kabandan (family lives in southern province; will visit in Dec.) • Always lived here; • Biryogo, but moved b/c it was too expensive; still works in Biryogo; came to Kigali from Kibungo at 18 to live w/cousin; • Always lived here • Born in Nyamirambo; always lived here; • Lived in countryside w/family; left in 2006 when my friend came to visit and told me about a housekeeper job w/her neighbor; • When I lost my job as housekeeper (got pregnant), I moved in w/friend for almost one year. Now I have my place w/ 2 rooms; • With another household where I worked; • In Cyanguu (western Province), left in 1999; <p>7 came from outside Kigali;</p>
How long do you plan to stay where you are?	<ul style="list-style-type: none"> • Forever; • Cannot plan long term w/o \$. Make only 1,500/day • No plans to move • Not sure, but won't go back to mother; • Plans to stay with aunt • Depends on how long this man (roommate) keeps his job • No plans to leave; • I don't know; if I get married I will leave (but need job before marrying); • Would like to return to Biryogo asap where friends are. Will stay in Kigali. No plans to return to village except to visit; • Always • Until I get married; (not planning to marry now; I need to study more & get a job. If I don't have a job my husb. Will treat me badly b/c I'll be dependent on him financially; • I don't know; Never thought about that. Maybe forever. If I get married, I'll leave, but I'm fine for now; • I don't plan ahead of time. I'm glad I've started this business, but I don't know what comes next. We will see. My child has got food everyday so far, so I am happy for now; • I don't know; depends on my relationship w/employer; • I prefer to stay in Kigali; easier to get a job, more opportunities; <p>5 = stay put. 9 = don't know, can't make plans for future</p>

<p>What do you like/dislike about your neighborhood?</p>	<table border="1"> <thead> <tr> <th data-bbox="516 220 893 247"><u>Likes</u></th><th data-bbox="893 220 1421 247"><u>Dislikes</u></th></tr> </thead> <tbody> <tr> <td data-bbox="516 247 893 968"> <p>can find small jobs, familiar; cannot dislike, but if I find a better situation, I'd go;</p> <p>Close enuf to visit mom Many friends here Being w/neighbors Enjoys people she lives with My friends are here, nightclubs Cheaper (only positive trait) Cheap rent Lived my whole life here; My family/friends are here but if I get married I'll leave w/o problem K is big city, was difficult at first, but now I have friends. Chantal introduced me to her friends. Employers are nice; they pray at Zion Temple (Pentacostal). I miss my family. I visit them 1/year.; I can set up my bus. Selling vegetables, that's enuf of a reason for me to like this place; Nice place, good neighborhood w/o disorder; Lots of people I know, rent is cheap, near construction sites where I can get work;</p> <p>Know people Close to part time jobs Cheap rent</p> </td><td data-bbox="893 247 1421 968"> <p>Nothing new. Gets nothing not happy in Nyamirambo its poverty people who don't pay him</p> </td></tr> </tbody> </table>	<u>Likes</u>	<u>Dislikes</u>	<p>can find small jobs, familiar; cannot dislike, but if I find a better situation, I'd go;</p> <p>Close enuf to visit mom Many friends here Being w/neighbors Enjoys people she lives with My friends are here, nightclubs Cheaper (only positive trait) Cheap rent Lived my whole life here; My family/friends are here but if I get married I'll leave w/o problem K is big city, was difficult at first, but now I have friends. Chantal introduced me to her friends. Employers are nice; they pray at Zion Temple (Pentacostal). I miss my family. I visit them 1/year.; I can set up my bus. Selling vegetables, that's enuf of a reason for me to like this place; Nice place, good neighborhood w/o disorder; Lots of people I know, rent is cheap, near construction sites where I can get work;</p> <p>Know people Close to part time jobs Cheap rent</p>	<p>Nothing new. Gets nothing not happy in Nyamirambo its poverty people who don't pay him</p>
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<p>How do you earn money?</p>	<p>Cleaning Washing clothes xx Porter xxx Night guard at small shop Construction (knows how to roof and garden) xx Carrier, fetcher xx Helps at neighbor's beauty salon (to wash hair, fetch water); House girl No work; get money from parents Shoe repair; learned from old man in village; (stall on street, one of few visible; authorities chase him when a conference is in town, but he comes back . Otherwise he knows the local authorities and they are friendly); Porter in mkt Friends (Is it a special friend?) No, I don't have a bfriend these days, they are disturbing. I want to finish my studies and be able to earn my money without depending on a b-friend. But maybe if I get one he could buy my phone cards! Employers pay every mo. Plus food/lodging. I have gained weight! I was a housegirl before, but now I just sell vegetables; Housegirl, Earn 20,000/mo. + food and lodging House painter, also woodworker, ceilings and other construction work;</p> <p>Housegirl (4) Construction (3) Porter, carrier, fetcher (5) Shoe repair Night guard No work at all (2)</p>				

How often do you work?	<p>Every day Most days 3x/week, but can go whole wk. w/nothing. Earn 1,500-2,000/day; 3x/week 1-2x/wk; they just call her as the salon is near by; Every day Everyday (house girl) Don't work Everyday 6 am – 6pm (earns 1,000 day but can get up to 5,000); busy time is 2-6 pm and on weekends; Everyday because I must eat I don't work; I help friends at hair salon but for fun only; I work as house girl only, but sometimes I watch Chantal's house for her when she goes to mkt.; Almost every day, except Umuganda days, or Sun. am 6 days/wk. (as house girl) 17 days/mo. Earn 2,500-3,000 day.</p>
How do you find work?	<p>I go to streets and people call me, they know me I am good networker & people know me; People call him on his cell. Goes to place where youth gather to be picked up for day labor every day, from 6 am to 3 pm. Used to sell small pkg of foodstuffs on st. before gov't made it illegal. Got tired of running from police; Goes to place on st. to wait for employers to come. Must be early Sometimes get info from friends to help cook at rest. or priv. home; her mother taught her to cook; Friends help him when they know he needs work; Find work from friends. Employer's sister has hired her now; Clients find me here; I help, advising them on prices when they bargain; Is really hard if u don't know anyone; I only got my job b/c I knew Chantal; My cousin got a job in a restaurant but he got fired after 2 mos. b/c money was stolen & they accused him; Now he works in a garage for free. One of the restaurant customers took him to train him.; Someone I know told me that the job was available w/better pay and smaller family than where I was; Get contracted by people who know me,</p> <p>100% = connections, people they know, friends</p>
Self-employed/wage job	<p><u>Self-employed</u> <u>wage job</u> XXXXXXXXX x x xx Would like to have food store; knows how to cook</p>
How far do you travel from house to work?	<p>Less than 1 km Close to home Stays close to home Close Next door; prefers to stay in neighborhood vs. spend \$ on transport; Home Lives at work x x x x (housegirls); 15-20 minutes walk from where he keeps his shoe repair stand; 10km to avoid spending \$ on buses; arrive at work at 7 am I am close to my jobs, but sometimes have to travel to Remera</p> <p>Most work close to home – that's where they know people and connections are their best link to employment</p>

<p>What makes it difficult for someone of your age to find work?</p>	<ul style="list-style-type: none"> • Sometimes people don't pay us, we miss opportunities when people employ others; • Sometimes you get lucky; other times you find nothing, but the shops will let us keep a tab to eat and pay later; • Must be educated, disciplined and have good manners. • Doesn't have problem; • People ignore youth; think they aren't qualified. don't pay enough • Employers judge workers, making it difficult for them; • Many are afraid to hire girls as they fear that they will get pregnant. Boys get jobs more easily; • Youth don't have enough education or connections. Corruption is surfacing so that one needs to pay bribes to get jobs; • Lack of education is biggest barrier; we are dependent on physical vs. brain power; • Not enough schooling; those coming from outside have no place to stay; • Education! One needs to have a better educ. to get a job. Someone can always go to a tech. school; I know lots of people who go to these schools they learn good things and get jobs easily. • Not enough educ. Not having anyone to introduce you. I was lucky to get the housekeeping job; I heard that they were looking for someone. I had to be careful not to make a mistake. I didn't know how to iron; I told them and they taught me; • Not enough education or qualifications. Girls fear working for strangers; • Low level of educ. And lack of connections; <p>Not enough education or skills; discrimination against youth</p>
<p>How do you contribute to the well-being of your family or friends?</p>	<ul style="list-style-type: none"> • I give money to friends if I have and they don't; • How can I help others when I have trouble taking care of myself?; • Buy clothes and help with school fees for siblings; • When he has \$, buys clothes for mom. Has 5 siblings • Help sister w/school supplies. She lives w/an uncle. Does housework • Helps younger sister at school; • Buy clothes for younger siblings and hires labor to help parents in field, entire salary of 3,000/month goes to family; • No way I can help w/o job or money. I do housework at home but that doesn't count. Mom is at home so I don't care for sibs; • From little income buy clothes for my 'brother' staying w/me; sometimes buys food for friends; • When I get \$, I visit my family and leave them with \$; I help friends when they have no \$; we contribute (50-100 fr) whenever there is a problem with sickness; • My family gives me money for school; My mom sometimes gives me pocket money but not often. • I give my cousin food and money sometimes; When I go home, I give my family money. I can't go back w/o money! I'd rather stay here! • I take care of my child; Last yr. I went home once and gave my family some money; • When I have \$, I give some to siblings to buy clothing; When a friend is w/o work, I have him money if I can afford to; • We 3 brothers in Kigali send money to our 3 sibs in the rural area when we can; <p>80% do help siblings with school costs or clothing. 3/15 do NOT help friends or family. 2 of these are girls living at home.</p>

How far did you go in school?	<p>No school (2) P4 P5 (2) P6 (5) S3 (2) S4 S5 HS graduate</p> <p>10/15 primary or less (66%); 5/15 (34%) have some secondary</p>
Why did you stop?	<p>No money, needed to earn money Couldn't afford uniform that other students wore; Didn't perform well on nat'l. exam; Didn't perform well enough to get into gov't. school; couldn't afford priv. Mother didn't have money to pay; Graduating from HS took longer b/c I wasn't smart No \$ for tuition; needed to care for younger sibs; lost father Family could not afford to pay; Parents couldn't afford to pay school fees for HS. Only one of my sibs went to HS and he dropped out. No one to pay my school fees; When I became an orphan, I could no longer afford the fees;</p>
Other training?	<p>Learned to ride bicycle and had bicycle taxi Started driving class, but quit b/c couldn't afford Literacy class but dropped b/c too busy; None None None None None None (but knows shoe repair, farming and how to raise rabbits) HIV training when still in school; None; still in HS; No No No On-the-job training; I know how to drive, worked as asst. driver of delivery truck;</p> <p>10/15 = no other training (67%)</p>
What kind of training would you like?	<ul style="list-style-type: none"> • Mechanics, to drive • Given the means, I would return to school • Mechanics, driving, construction • Mechanics, cars • To learn to cook; would like to have own restaurant • Mechanics, driving • Tailoring (it is easy to learn) • ICT (has cell phone, boyfriend pays for air time. Knows WORD) • Mechanics and shoe making! • Technology – to know about the internet use communication purposes with outside world. To be aware of what is going on in the world; • I would like to learn ICT and English. V. imp. These days. I can go anywhere if I learn these two things; • Sewing; I know someone who learned and she's getting customers now; • I don't know; I need financial help to open up a shop and expand my business. Then I

	<p>could send my child to school. I would prefer a loan to training. Its more immediate; training takes time. Banks? You think they can even let me in? They are only friendly to people with money.</p> <ul style="list-style-type: none"> • Languages (French, English) to get a better job. • Cooking to become a chef in a hotel. I would like any job in a hotel! • To finish HS and continue on with my studies; <p>Finish schooling (2) Mechanics (5) Cooking (2) ICT (3) Languages (2) Expand business (1)</p>
What time of day would you be able to participate in training?	<p>As housegirl, I am only free on Sundays; Afternoons would be best (housegirl who works 6 days/wk)</p>
Do you know how people contract HIV/AIDS?	<p>Yes _____ No _____ Xxxxxx</p>
Additional health info desired?	<p>Sports, hygiene, healthy eating I do karate every other day and run if I don't find work Needs to learn more; doesn't know anything. Needs to learn more; doesn't have enough info How to avoid being dirty; Difficult to resist sex. I know to use a condom but it can be difficult.</p>
Do you own a cell phone?	<p>Yes xxxxxx My friends gave me one as b-day present; My employers bought me one to be able to contact me anytime; Sometimes I use it to tell customers when I have fresh vegetables. Some call me before coming.</p> <p>Only asked this question of 6 youth; 100% said yes, but not so among FGD participants</p>
How much do you spend/wk?	<p>500 ffr 3000-4,000/wk 1,500-2,000/wk esp. at beginning of month when I get paid; 2500-3000/wk. Only when it's necessary. Don't know how to text. 1,000/wk</p> <p>Average = 2,000/wk</p>
Have you ever used a computer?	<p>No x x x x x Yes; I check email and chat w/friends and read the news;</p> <p>1/6 has used a computer (17%)</p>
Have you ever used internet?	<p>No xxxxx Yes for email. But I've heard its possible to learn things on the internet so someday I'd love to learn that and use it for my studies. I would like to learn, but I am afraid I won't be able to learn, b/c I am a villager and don't have education.</p>

Would you like to learn computer?	<p>Yes</p> <p>Yes, someday maybe. But I think it's too difficult for a person like me. I've heard one needs to have HS diploma to be able to use a computer.</p> <p>No I don't need it. All I need is my feet to go to buy my vegetables and fruits. A computer is too modern for me. People with more educ. can use it, not me.</p> <p>Yes, to write to people and get information and communicate w/others;</p> <p>Yes to improve our knowledge and communicate worldwide.</p>
Why no girls doing this job?	It is heavy work; we carry 50kg sacks of potatoes
What is difference b/w you and youth coming from rural areas?	They don't know how to behave in town; they are not sharp, it takes time to adjust and they suffer loneliness; they travel back from time to time which is costly and takes up their money.

Interview and focus group questions and protocols

Central to all these questions: To be very clear that we are simply asking youth questions as research subjects and that they will not necessarily be receiving any support, jobs, computers, etc., for their participation

- 1) What opportunities for employment or training do you see now? Are these opportunities specific to individual sectors of the economy (coffee, tea, fruit, vegetables, ICT, essential oils, tourism)? Are these opportunities gender specific? For young men? For young women?
- 2) Would you – and your friends -- want to work in a job in any of these industries? If so, why? If not, why not?
- 3) Which kinds of jobs would you like to do? Which would you not like to do – and why? [Could name some of the functional areas within each sector, rather than referring to the sector overall] For example, if you would like to work in coffee—would you like to harvest coffee cherries, wash picked coffee, sort and grade picked coffee, package coffee, transport and trade coffee?
- 4) What factors currently prohibit your access to employment in the sector and functions that you described above?
- 5) How do youth currently earn money? Are youth most often doing small activities, like selling things or doing odd jobs, to earn money, or rather finding full-time employment?
- 6) When youth are in jobs, how long do they normally work in those jobs? Why? Where do they get the skills / training to be able to do the jobs?
- 7) What challenges or barriers do you – and your friends -- see to getting employment? For young men? For young women?
- 8) What types of jobs in each of the sectors (give a small sample of sectors of interest here) do youth already do?
- 9) What do you believe that youth might need to do or get trained in to get a job doing [name some of the functional areas within each sector]?
- 10) Do you have a family to provide for? Do you have plans to provide for yourself, or your family over the long-term? What do your plans include? [subtly getting to this]
- 11) Do you have access to education and training opportunities that help prepare you for entering the workforce? If not, what are the barriers to getting access to such education and training institutions?
- 12) Please rank your goals over the next five years ----- return to school; get a job; start your own business; other -----please specify
- 13) Cell phones (To determine whether program components relating to cell phones and cell phone texting functionalities are appropriate for youth)

- Have you ever used a telephone?
 - Have you ever used a cell phone?
 - Where do you access a cell phone (own / someone in household / friend / internet café / phone kiosks)?
 - Do you own a cell phone?
 - Have you ever sent a text message on a cell phone?
 - How much do you spend on using the phone or cell phone each week?
- 14) Training (To determine what type of training topic and training environment youth feel drawn to and comfortable with (and vice versa), and who training providers are already operating in the area)
- Do you attend workshops / training anywhere? What kind? Where?
 - If so: What type of training or workshops have you been to?
 - Do you know of other places that do training that you would not go to? Why?
 - What would make you choose to go to a workshop / training?
 - Is there any workshop / training that you would like to go to or wish that someone would pay for you to go to or offer to you?
 - How far would you travel to attend training? Why? How far would you travel to attend a workshop if it was taking place every day?
- 15) Internet (To determine whether training components that relate to using the internet would be appropriate for youth or what type of capacity building would be needed)
- Have you ever used a computer? What for? Where?
 - Have you ever used the internet? What for? Where?
 - Would you like to use a computer? Why? What for?
 - Would you like to learn how to use the internet? Why? What for?
- 16) Perceptions of Work (To determine how youth define work and employment (income generating activities, small business development, employment) and what would they would relate to and attract them to the program)
- What examples of jobs for adults can you think of?
 - What examples of jobs for youth can you think of?
 - Is it hard to find work? Why?
 - Would you prefer to start your own business or get a salary? (Question needs to be refined and broken down?)

Name /Amazina:

Age/imyaka:

Sex/igitsina:

Location of interview/aho ibiganiro bibereye :

1. Housing and family/umuryango

- Where do you live? *Utuye he?*
- Who do you live with? Are you related to the other people in your household? *Ubana n'abande? mupfana iki?*
- Where did you live before moving to your current residence? *Mbere wari utuye he?*
- How long do you plan to stay where you are? *Aho uba urateganya kuhamara igihe cyingana iki?*
- What do you like about the part of Kigali where you stay? What do you dislike? *Ahantu utuye uhakundira iki? N'ibihe bihaba udakunda?*

2. Income generation or earning money/ Uburyo bwa kubona amafaranga

- How do you earn money? *Nubuho buryo ubunamo amafaranga?*
- How often do you work? (everyday, once a week or once in a while) *Ni kangahe ubona ibiraka?(buri muni, rimwe mu cyumweru, rimwe na rimwe)*
- How do you find a work? *Nubuho buryo ubonamo akazi?*
- If you work, do you work for yourself (have your own business) or do you work for someone else?
Niba ufite akazi urikorera cyangwa ukorera abandi?
- How far from your house do you have to go to work? *hagati yahoo utuye naho ukorera hari urugendo rungana iki?*
- What makes it difficult for someone of your age to find work? *Abantu bari murungano rwawe muhura nizihe mbogamizi iyo mushaka akazi?*

3. Community (imibanire n'abandi)

- How do you contribute to the well-being of your family or friends? *N'uruhe ruhare ugira mu gufasha umuryango wawe cyangwa inshuti zawe?*
- Do you participate in any groups? Clubs? Organizations? Church groups? *Ese harubwo waba ufite club urimo cyangwa se ishyirahamwe,itorero ry'urusengero runaka....?*
If yes what do you like about this groups? *Nimba hari iryo urimo niki urikundira?*
If no, why not? *Niba nta nari mwe urimo n'ukubera iki?*
- Tell us about umuganda. On the last umuganda what kind of activities took place on your area?
Kumunsi w'umuganda uherutse kuba n'ibihe bikorwa mwibanzeho mugace kanyu?

4. Education and training (amashuri n'ubundi bumenyi)

- How far did you go in school? *Amashuri wayagarukirije he?*
- Why did you stop? *Niki cyatumye uyahagarika?*

- Outside of formal school, have you ever participated in any other kind of training (health education, livelihood programs, vocational training, literacy) *Usibye amashuri asanzwe, hari ubundi bumenyi waba warize, tuvuge nkibijyanye n'ubuzima, imyuga, gusoma no kwandika?*
- What kind of training would you like to get? What do you want to learn? *Niki wumva wakwiga niki wumva wifuza kumenya?*
- If you could get some training, what part of the day of the week would be best for you to attend classes?
Bishobotse ukabona uburyo bwo kwihugura cyangwa kongera ubumenye niki wahitamo kwiga? Nayaha masaha yakorohera?

5. **Technology**

- Have you ever used a telephone?
- Have you ever used a cell phone
- Where do you access a cell phone (own / someone in household / friend / internet café / phone kiosks)?
- Do you own a cell phone?
- Have you ever sent a text message on a cell phone?
- How much do you spend on using the phone or cell phone each week?
- Have you ever used a computer? What for? Where?
- Have you ever used the internet? What for? Where?
- Would you like to use a computer? Why? What for?
- Would you like to learn how to use the internet? Why? What for?

Group Exercise Protocol:

Tool Descriptions/Instructions

I. Mobility Mapping Exploring Community Spaces and Structures Focus Group Tool

Introduction: This is a “market engagement” Focus Group Discussion tool designed to:

- Explore with young people the spaces and structures in the community where they spend time
 - Understand the amount of time young people spend in these spaces
 - Help the group reflect on the “gains “or ‘value’ that these spaces offer to them.
-

Instructions for Using Tool

1. Greeting: Introduce yourself and explain the purpose of your visit

Say:

We are _____ and _____ from the Educational Development Center, Inc. (EDC) an organization based in the U.S. that operates programs for youth in many countries. We have been meeting with different groups this past week here in Kigali to learn more about youth in Rwanda, especially those living in cities. We are especially pleased to be joining you today.

We appreciate you taking the time to join us and would like to say thank you to _____ for inviting us to meet with you. To guarantee confidentiality, we will only ask your first names

2. Explain the process and use of the “koosh”

Say:

Because one of the goals of today’s meeting is to include everyone’s participation, and to be sure all voices are heard, we are going to ask you all to work together as a group to answer just a couple of questions. And, we have a few tools that will help us. All of us, including us your facilitators, will need to respect their use.

First we have our **Koosh** – We will use it to invite participation, and the person who has the Koosh is the only one with the right to speak. You can ask for the Koosh if you want to say something or pass it to someone else in the group if you want to invite them to share an idea or opinion.

3. Group Introduction:

Say:

Let’s use the Koosh now to introduce ourselves to the group. When someone tosses the koosh to you, please let us know your **name** and your **age**. Then gently toss the koosh to someone else who has not yet introduced themselves. *(Do introductions now)*

4. Where Young People Like You Spend Time?

Say:

When we meet with young people in a new community we find it helpful to start with trying to understand the things they are already doing, the places they spend time...So, first, we would like to you to give us examples of the different places in the community where young people like you spend time during an average (non vacation time) week. We will write your examples on these cards (*show cards*) so we can all remember the examples that have been given

- *Write each answer on a separate card in the language the group seems most comfortable with (put your own translation in small print at the bottom if necessary)*
- *Place the cards in front of the group in a random order.*
- *Combine similar comments/cards in order to keep the number of cards manageable*

Probe for: *Places they go regularly, every day or several times a week vs. places they might go only once in a while*

5. Frequency of visits

Say:

Now we would like to get a better understanding about these places that young people spend time. Working together as a team, we would like you to take on two challenges: First, using these green colored stones, please give us an idea of how much time young people like you spend in each type of place – with 1 stone representing very little time, and 5 stones representing a lot of time. You can use as many stones as you need.

We ask you to work as a team to make sure everyone gets a chance to speak. Since your scores will be done with these stones they can easily be changed – so anyone can get us started with their suggestions and then the group can decide together what the final scores should be.

- *Give the group 5-10 minutes to complete this first task (let the group do the work)*
- *Make notes of their comments about the places they spend time*
- *Support quiet members who might wish to speak by looking at body language*
- *Check to make sure the group has reached a consensus*
- *After they have finished their work, ask for clarifications and insights*

6. Value of each place to young people (“level of gain”)

Say:

Now, using these pink stones, please give us an idea of how much you gain from, or how much you value spending time in each place -- with 1 stone representing very little gain and 5 stones representing a very high gain.

After they have finished their work, ask for clarifications and insights

Probe for: *Differences between girls and boys, younger youth and older youth, poor and not so poor youth*

Divide the cards with the “how much do you gain” scores on them – into the top half and the bottom half. Then ask the groups these two questions about their perceptions of the groups of cards.

In what ways do these people / places in the top half promote young people’s gains ?

For the rest of these cards, what makes these places less valuable? What is missing from these places?

7. End the meeting

Thank the group for their participation and ask if they have any remaining observations they would like to share.

Data Gathering Reminders:

- Let the group do the work
- Let the tools do the work
- Probes not prompts: • “tell me more about that...” • “what does that look like....”
- Hold onto the index cards
- Make a chart showing the number of stones placed by each card
- Make notes as they make any informal comments about where they spend the most time, and how much they gain from spending time there

II. Sources of Income and Expenses Tool

Introduction: This tool identifies the sources of income that young people have and how they spend it. It sheds light on who gives young people money, how they earn money, what their financial priorities and responsibilities are.

Instruction for using the tool

1. Greeting: Introduce yourself and explain the purpose of your visit

Say:

We are _____ and _____ from the Educational Development Center, an organization based in the U.S. that operates programs for youth in many countries. We have been meeting with different groups this past week here in Kigali to learn more about youth in Rwanda, especially those living in cities. We are especially pleased to be joining you today.

We appreciate you taking the time to join us and would like to say thank you to _____ for inviting us to meet with you. To guarantee confidentiality, we will only ask your first names

2. Explain the process and use of the “koosh”

Say:

Because one of the goals of today’s meeting is to include everyone’s participation, and to be sure all voices are heard, we are going to ask you all to work together as a group to answer just a couple of questions. And, we have a few tools that will help us. All of us, including us your facilitators, will need to respect their use.

First we have our **Koosh** – We will use it to invite participation, and the person who has the Koosh is the only one with the right to speak. You can ask for the Koosh if you want to say something or pass it to someone else in the group if you want to invite them to share an idea or opinion.

3. Group Introduction:

Say:

Let’s use the Koosh now to introduce ourselves to the group. When someone tosses the koosh to you, please let us know your **name** and your **age**. Then gently toss the koosh to someone else who has not yet introduced themselves. *(Do introductions now)*

4. Sources of income for young people in this area

Give the group a sheet of blank flipchart paper and some markers. Ask them to draw a typical young person in their community. Their drawing can be very simple, just the outline of a body and head. They can give that person a name and add any details they wish (e.g. clothes, jewelry, sports equipment). When they have finished the drawing, ask a volunteer to present the imaginary person they have created. (Note: if the group is over 6 people, you can divide it in half and have each sub-group draw a person).

Explain:

We are interested in understanding how young people in your community get money. What are their sources of income? We will write each source you name on a sticky note and place the note on the left side of the body. Okay, ready?

- **What some of the ways young people get money?**

As they make suggestions, write each one on a post-it note and stick it on the flip chart on the left side of the body.

When the participants run out of suggestions, ask them to group similar sources.

Now repeat the process for expenses. Ask:

- **How does this young person spend his or her money? What are his expenses? Even the smallest thing counts.**

When they have run out of suggestions, ask them to organize their responses in categories (e.g. shoes and t-shirts would be 'clothes'; sports events and movies could be 'entertainment')

Next, ask them to rank the expenses from most important to least important

5. End the meeting

Thank the group for their participation and ask if they have any remaining observations they would like to share.

Data Collection

Listen to their discussion. What are points of disagreement?

Write down what you hear.

Probe for more information about both sources of income and expenses. For example:

- *How common is it for a young person to have income from a job or self-employment?*
- *Who else gives a young person money?*
- *What are young people's responsibility to their family?*
- *Are they free to spend their money as they wish? Who influences their spending choices?*

III. Success Ranking for Employment

Introduction: This tool encourages young people to talk about a wide range of factors that are vital to success in business. It will get participants to move beyond the need for money, to identify non-financial services, and other elements of youth readiness for employment.

Instruction for using the tool

1. Greeting: Introduce yourself and explain the purpose of your visit

Say:

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Say:

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3. Group Introduction:

Say:

Let’s use the Koosh now to introduce ourselves to the group. When someone tosses the koosh to you, please let us know your **name** and your **age**. Then gently toss the koosh to someone else who has not yet introduced themselves. *(Do introductions now)*

4. What is needed to be successful in a business?

We are interested in your experiences trying to earn money. Many of you have worked on your own, buying and selling things, providing services, washing cars, etc.

Ask:

- **What are some of the things young people in this area do to earn money?**

Say:

We would like to understand more about this. Specifically, we need to understand what young people like you really need in order to run successful business like these. The young people we have talked to tell us that running a good business is very hard. It takes the whole person, all parts of a person.

Ask:

- **What do you think some of these success factors are?**

As participants name the factors of success, write each one on a separate card.

5. Sort factors by head, heart, hands/feet.

Say:

Let me introduce Andre, a young entrepreneur. Now, we would like you to assign each of these cards to either Andre's head, heart or hands/feet. Work together and decide among yourselves which cards go where.

Ask:

- **Now that you've done this first part, are there any factors we have missed? Which ones would you add?**

Write any additional factors on cards and ask a volunteer to place them on the body of Andre.

6. Rank factors by order of importance

Say:

Now your task is to rank these factors in order of importance, from the most important to running a successful business to least important.

7. End the meeting

Thank the group for their participation and ask if they have any remaining observations they would like to share.

Data Processing Tips:

- ***Listen to the group discussion as they carry out the ranking exercise and present their results.***
- ***Record the ranking results***

Record their conversation as best you can

Work skills

- Start with asking group to draw a typical construction worker on flip chart paper.
- Use cards/sticky notes to record answers to these questions and post on the paper. Try to generate as many answers as possible.
- What does this worker need to know in order to do his/her job?
- How does s/he need to behave at work?
- Ask group to rank the answers, from 5 (very important) to 1 (least important). Listen to discussion as they make their rankings.
- Then open up to a general discussion:
- What skills do you have?
- -Uzi gukora iki?
- Where did you learn the skills you need on the job? How did you learn?
- -Warabyigiye hehe, ni gute warabyize?
- If you learned on the job, what did you like about this way of learning?
- -Nimba wabwigiye kuri terrain, n'iki cyaragushimije mukubwigira muri bwa buryo?
- If you went to vocational training school, what did you like about this way of learning?
- -Nimba warize mw'ishuri r'imyuga, n'iki wakunze muri buriya buryo bwo kwiga?
- What else do you need to learn in your trade?
- -N'iki kindi ukeneye kwiga kubirebana n'umwuga?
- How often do you work?
- -Ni kangahe ubona akazi/ibiraka?
- How do you find work?
- -Nubuye buyo ubonamo akazi?

Based on your experience so far, what do employers expect of their workers?

-Ukurikije uburambe bwawe mu kazi, niki abakoresha baba bashaka mu bakozi babo?

- Do you own a cell phone?
-Ari mobile ufite?
- How much do you spend on air time each week?
-Ukoresha nk'amafaranga angahe muri mobile yawe buri cyumweru ?
- Have you ever used a computer? What for? Where?
-Wigeze ukoresha computer? Wayikoresheje gute? Hehe?
- Have you ever used the internet? What for? Where?
-Wigeze ukoresha interneti? Wayikoresheje gute? Hehe?
- Would you like to use a computer? Why? What for?
-Wakwifuzaga ukoresha computer? Kuberiki? Byagufasha iki?
- Would you like to learn how to use the internet? Why? What for?
-Wakwifuzaga kumenya uko bakoresha interneti? Kuberiki? Byagufasha iki?

Annex G: RWANDA MEETING SCHEDULE

Tues, Oct 14

USAID Rwanda

Dennis Weller - Mission Director
Tye Ferrell - D&G Team Leader
Gilbert Mwenedata - Conflict Advisor
Ryan Washburn - EG, D&G, Ed
Noni Gachuhi - HIV Prevention Advisor, others

USAID Rwanda

Justus Kamwesigye - M&E Director
Gilbert Mwenedata - Conflict Advisor

Wed, Oct 15

Utexrwa Textile Manufacturing Company

Raj-Rajendran - Managing Director
Consolate Mukabutera - General Manager Marketing
Dr. M. Sivakumar - Advisor – Silk (Post Cocoon Technology)

National Youth Council

Albert Murangwa - Executive Secretary
David Nsenga - Director of Programs

Ministry of Public Service and Labour (MIFOTRA) Labour & Employment office

Francis Ngoboka - Director of Labour and Employment

Private Sector Federation

Robert Bayigamba – Chairman

Thurs, Oct 16

Private Sector Federation

Antoine Rutayisire Manzi - Director, Entrepreneurship Development & Business Growth

Ministry of Education, Director of Planning

Yisa Clavar

MiniMex s.a. Maize Processors

Felicien Mutalikanwa – CEO

Imbuto Foundation

Radegonde Ndejuru - Director General

Fri, Oct 17

Village Phone Rwanda (MTN)

Albert Kinuma - General Manager

Grameen Foundation, Technology Center

Thomas Bell - Technical Program Manager

Ministry of Youth

Claire U. Bisamaza - Permanent Secretary

Redempter Batete Mukunzi - Director of Planning and Capacity Building / Gender Focal Point

Youth Employment Summit (YES) Rwanda

Frank Mukama - Founder

Youth Specialist

Mireille Savrette (Ministry of Labour, Youth Division - Former Coordinator; Youth Employment Network – Former staff)

Sat, Oct 18

USAID Rwanda

Tye Ferrell - D&G Team Leader

Mon, Oct 20

City of Kigali

Jeanne D'Arc Gakuba - Deputy Mayor in Charge of Social Affairs

Ministry of Education, Non-Formal Education and Literacy

Esperance Muziganyi

10:30am

CAPMER

Pipien Hakizabera – Director General

Eusebe Muhikira – Coordinator, Entrepreneurship Development Unit

3:00pm

GTZ

Michael Dangelmeyer - Component Manager TVET, Promotion of Economy and Employment

Detlev Weischedel - DED

DED: Deutscher Entwicklungsdienst

Detlev Weischedel – Coordinator, Service Alemand de Developpement

Open Learning Exchange (OLE Rwanda)

Jacques Murinda, Executive Director

Africare

W.B.O. Obura - Country Representative, Mudenge

Theophile (Theo) - COPE Project Coordinator

Africode

Eng. Henry Rwamugema - Chief Executive Officer

Tues, Oct 21

Ministry of Public Service and Labour (MIFOTRA)

Emmanuel Begenimana - Youth Employment Division Coordinator

Ikirezi Natural Products

Nicholas Hitimana - Managing Director

World Relief

Phil Smith – Country Director

ADEPR (Association Development of Pentacost Rwanda) / Literacy Program Josephine

Mukarugwiza - Manager

E-ICT Learning Center

Jean-Baptiste Muhirwa - CEO

Norwegian People's Aid (NPA)

Jean Claude Rugera, Programme Officer / Youth

Patrick Osodo - Program Manager for Civil Society and Justice

Youth Employment Summit

Frank Mukama - Founder

Wed, Oct 22

City of Kigali

Gasana Emmanuel - Reduction Strategy Facilitator for Kigali City, Economic Development and Poverty Reduction

Rusimbi Charles - In Charge of Youth Cooperatives and Associations

Never Again Rwanda

Dr. Joseph R. Nkurunziza – Chairman, Arthur Nzamukwereka

AVSI

Riccardo Bevilacqua Lasize - Field Contact

Lorette Birara - Program Manager of AVSI's OVC program

Embassy of the Kingdom of the Netherlands

Deo Musabyimana – Advisor Education / Civil Society

Ben Rutten - Adv. Econ. Coop. / Private Sector

CHF / Champ - Community HIV AIDS Mobilization Program

Pierre Munyura, Deputy Country Director

ACDI VOCA

Gitau Mbure – Agricultural Economist

Youth Specialist

Mireille Savrette (Ministry of Labour, Youth Division - Former Coordinator; Youth Employment Network – Former staff)

Thurs, Oct 23

Urwego Opportunity Microfinance Bank

Ross T. Nathan - Executive Vice President/ COO

SMS Media

Jeff Gasana - Managing Director

DFID Rwanda

Richard Arden - Senior Human Development Adviser

Iris Uyttersprot - Education Advisor

KIST

Ruvugabigwi Martin - Acting Vice Chair

Student Union President

Travel to Butare

Mayor of Butare

National University of Rwanda, Young Entrepreneurs Club

PSI (IYF)

Technology Entrepreneurship Youth Center

Butare

PPMER

Emmanuel

Centre Formation des Jeunes – Marist Brothers

Fri, Oct 24

USAID/Rwanda

Tye Ferrell and others

On the Frontier (OTF) Group

James Foster

Jaime Frias

MINAGRI

Dr Agnes Kalibata - State Minister for Agriculture

CARE

Peter Nkurunziza - Program Officer

Rwanda Investment and Export Promotion Agency (RIEPA)

SSS (Social & Scientific Systems, Inc)

Souleymane Barry - Acting Chief-of-Party, Monitoring and Evaluation (M&E)
Management Services (MEMS) Project

PSI

Alison Jenkins - HIV AIDS Technical Advisor, Youth Manager

Sun, Oct 26

Streets Ahead Children's Center (semi-urban youth center, Rwamagana)

Douglas Kakooza

Never Again Rwanda

Albert Nsamukweraka - youth specialist

On the Frontier

Jaime Frias

Mon, Oct 27

COOJAD – youth financial cooperative –

Emmanuel SHAMAKOKERA

USAID Rwanda

Ryan Washburn - EG, D&G, Ed

Land O Lakes (USAID Dairy Modernization Project)

Roger Steinkamp – Chief Of Party

Catholic Relief Services

Malia MAYSON - HIV-AIDS coordinator

MINCOM – Ag Value Chain consultant

Prof. Martin Shem – Managing Director, Wakala East Africa Consulting Services

ADTS – “training for transformation”

Jean NKUNDUMUKIZA

Kids Across Africa camps

Tim Muzira, Acting Managing Director

Project Rwanda

Tim Muzira, Managing Director

APROHADE (women-headed household craft group)

Agnes Mutegwaraba, Monique Mukamusone

Tues, Oct 28

Ajprodho Youth Serving NGO
John Mudakikwa - Exec Secretary
Crystal Milligan - Gender and Human Rights Project Assistant

PPPMER

USAID Rwanda
Tye Ferrell – D&G Team Leader

USAID Rwanda
Health Team

ASSIST Rwanda

Fight Illiteracy Youth Organization (FIYO)

CGD Youth Association, Nyamirambo

Wed, Oct 29

National Youth Steering Committee
Claire Bisamaza – Permanent Secretary of Youth (chaired meeting)

City of Kigali

COATB – Collectif des Associations des Travailleurs du Batiment

La Benevolencja – Dutch NGO that produces “Musekweya” radio soap promoting reconciliation

Thurs, Oct 30

Focus group discussions (**ADEPR**)

Second set of focus group discussions (**ADEPR**)

MINEDUC

Ysa Claver

Theoneste Mutsindashyaka - State Minister for Primary and Secondary Education

Individual interviews with youth in Nyamirambo

City of Kigali

Vice Mayor - Jane Gakuba

Albert - Planning Director

Emmanuel Gasana - Planning coordinator

Maison des Jeunes, Centre Kamisaga

Fri, Oct 31

USAID de-briefing

Focus Groups at **AJPROHDO**

Sat, Nov 1

Individual interviews in Nyamirambo

Focus Groups at Kinyanya ‘umudugudu’

Mon, Nov 3

Nyamarambo Women’s Association

UNDP

Thomas Yameogo - UNV Programme Officer

ILO

Lamech Nambajimana - ILO Program Officer

Anthropologist

Maggie Zraly

COATB

Youth Discussions

Tues, Nov 4

MINELOC

Justine Gatsinzi - Coordinator, HIMO

SNATCO (company partnering with COATB)

CRS

Jennifer Nazaire - Country Representative

Serena Hotel

Jolly Uwase - Human Resources Director

CFE AGASEKE (MFI)

Festus Gasigwa

ATRADORWA (Association of Domestic Workers)

Focus groups with Association members

Wed, Nov 5

Never Again Rwanda

Youth focus group discussions

Individual youth interviews

USAID Partners Meeting

Rwandan Red Cross

Pierre Claver - Director of Organizational Development and Coordinator of Branches

Paul Bizimana - National Coordinator of Youth

Thurs, Nov 6

Urwego Opportunity Microfinance Bank:

Ross T. Nathan - Executive Vice President/ COO

Pro Literacy

Mathilde Ndejuru

Annex H : ASSESSMENT CONTACTS

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EQUIP3 is a consortium of 12 organizations with diverse areas of expertise. Together, these organizations work with out-of-school youth in more than 100 countries.

To learn more about EQUIP3 please see the website at www.equip123.net/equip3/index_new.html.



Discussion with members of ATRADORWA, household and hospitality workers.
Photo courtesy of EDC's Brenda Bell